COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

JANUARY/FEBRUARY 2008

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

BRINGING ABOUT CHANGE

Interview with

Letitia Long

Deputy Director

PLUS...

- Readings on the Mechanics of Islamic Law
- DIA Says Yes! to Pay-for-Performance
- Lean Six Sigma Simplifies DS Processes
- Great American Heroes

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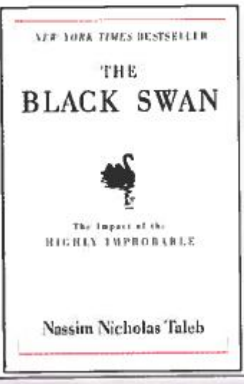

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www.dia.mil

Correction from the Nov./Dec. 2007 Communiqué

In the Aug./Sept. "Civilian and Military Personnel Update" it incorrectly states that Donald L. Black, John P. Doyle and Richard C. Herrick were promoted to the Defense Intelligence Senior Executive Service. Black, Doyle and Herrick were promoted to Defense Intelligence Senior Level positions.

Article Submission Deadlines

March/April 2008 issue — **Feb. 8, 2008**
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Dr. Ack Cures ACQUISITION Ailments

By the Office of the Acquisition Executive, AE

The Office of the Acquisition Executive's (AE's) new ombudsman effort features a friendly face we call "Doctor Acquisition Excellence." And while the cartoon persona of "Dr. Ack" is fun, the effort it represents is serious business for AE.

"The primary purpose for establishing an ombudsman is to help Mark Bogart, the acquisition executive, ensure the agency complies with the requirements of the Federal Acquisition Streamlining Act of 1994," David Frick, AE senior management analyst, said. "The act was intended to reduce some of the administrative burden of our acquisition processes, while still ensuring full and open competition."

AE is working to ease the process of getting the resources the directorates need by creating indefinite delivery-indefinite quantity (IDIQ) contracts, such as the new Solutions for Intelligence Analysis, supporting the Directorate for Analysis (DI), and the upcoming Solutions for the Information Technology Enterprise, supporting the Directorate for Information Management and Chief Information Officer (DS). The ombudsman will serve as the venue for resolving disputes between the agency and the IDIQ vendors.

Dr. Ack is not an actual person, but a representation of the entire AE management team. He will serve as an all-purpose face of AE. "Most of the time," Frick said, "the first person you want to talk to is your contracting officer. But if the contracting officer is not available or you do not know the name of your contracting officer, you will be able to find Dr. Ack.

"Mr. Bogart also wishes to use this persona as a means to do more than just what the legislation mandates, but also to help AE to improve its ability to serve our customers," Frick added. "For example, if you need help navigating the AE Web site, writing a performance-based statement of objectives or developing a quality assurance surveillance plan and you don't know whom to call or write, you can send an e-mail to Dr. Ack. He will either answer your question directly or put you in touch with a subject matter expert."

Frick said ensuring customers understand performance-based acquisition (PBA) is a top priority of AE.

"PBA has been a topic of conversation within the federal government for more than two decades, yet our agency has not been highly successful in meeting the goals established by OMB [the Office of Management and Budget]. These IDIQ contracts are an important step in developing a performance-based culture within DIA. We hope that Dr. Ack will further help us meet these goals."

The AE ombudsman can be reached by e-mail on both JWICS and NIPRNet at "AE_Ombudsman" or by telephone at (703) 907-1929. There will also be a link on JWICS on the soon-to-be-released DIA Acquisition Portal. All communications will be kept in the strictest confidence, if so desired.

"Mr. Bogart wants AE to be a credible, professional acquisition organization that energetically furthers DIA goals, maintains a reputation for quality, and ensures outstanding stakeholder support," Frick said. "He wants AE to become the contracting activity of choice for all of DIA. This can only be achieved with open, honest collaboration within the agency. The ombudsman is there to help achieve that goal."

FE's Financial Management LEADERSHIP PROGRAM

By Megan E. Gooch, FE

DIA and Office of the Chief Financial Executive (FE) leadership recognize that responsible financial management is crucial to the survival and success of any organization. FE has developed a three-year program that aims to better prepare DIA's future financial managers for the challenges they will face on the job. The program is called the Financial Management Leadership Program (FMLP) and is the only program of its kind in DIA.

BUDGET EXECUTION

When interviewing and hiring new employees for the FMLP program, FE recruiters focus their attention on applicants who have bachelor's or master's degrees in fields such as business administration, finance, economics, public policy, international relations and accounting. Applicants are subject to the same interview and security processes as all other DIA employees. After becoming full-time employees, FMLP members attend Tomorrow's Intelligence Professionals (TIP) training before moving on to financially-specific training.

The structure of the program provides FMLP participants with a unique experience. In most cases, a new DIA employee remains in one office for several years after being hired, thus becoming a specialist in one specific area. In contrast, FMLP employees are expected to gain experience and knowledge by doing the opposite; each person rotates automatically to a different FE office every year for the first three years of employment. Average FMLP participants spend their first and second years in FE satellite offices learning budget programming and budget execution. During the budget programming year, the FMLP employee takes part in the process of translating DIA's broad initiatives into specific "game plans" for the near future and then deciding how to distribute funds accordingly. The correct funding distribution is critical — without it, DIA cannot achieve the objectives and goals handed down from Congress.

The employee then spends a year learning budget execution, which is the final step

in the budgetary process. The budget execution year is spent obligating the directorate's funds for office supplies, technology and other services such as training or travel, and then closing out all financial records at the end of the fiscal year. After two years of learning the fundamentals of budget programming and execution, the FMLP participant spends a final year learning another aspect of resource management, such as force structure management or working in the Office of the Comptroller. Additionally, the new employee is responsible for becoming familiar with the financial systems DIA uses, understanding the interaction between the FE satellite office and the directorate it supports, and the objectives of other government programs — including the General Defense Intelligence Program and the Military Intelligence Program.

At the conclusion of the FMLP participant's third year with DIA, he or she will have both a working knowledge of the budget cycle from beginning to end and an impressive network of contacts throughout FE. Both of these are crucial because success or failure in accomplishing DIA's mission will depend in part on responsible and knowledgeable financial management in addition to collaboration both within FE and all other directorates. While the future is sure to present many financial challenges to DIA, those who work in FE will be qualified to deal with whatever lies ahead.

Facing the Future:

The CHALLENGES of Predictive Analysis

By Adrian "Zeke" Wolfberg, CS

Nassim Nicholas Taleb's New York Times bestseller "The Black Swan: The Impact of the Highly Improbable" examines "black swans" — low probability, high impact, manmade or natural events that are difficult if not impossible to predict. For example, the world was caught off guard with the demise of the Soviet bloc in 1989, the terrorist attacks against the United States in 2001 and the Pacific tsunami in 2004.

Because analysts and collectors focus their attention on predictions about the adversary, gleaning insight into the challenges of prediction is extremely relevant.

Taleb says we tend to look for proof to confirm things we believe we know, instead of trying to disprove what we know. As we gain more confirming knowledge, we feel more confident of what we know. This confidence comes at the cost of leaving us vulnerable to what we do not know.

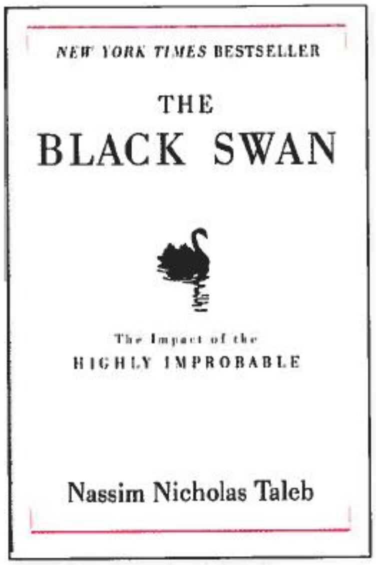
Taleb also says we tend to interpret the adversary through our personal explanations. These explanations impose categorical frameworks on what we see. Categories reduce the complexities of the world around us, making the world easier to understand — even though it is not. The gaps that exist outside or at the

seams of the categories we impose leave us blindsided by black swan events, he says.

Taleb offers two approaches to help mitigate these challenges. The first is what he calls "skeptical empiricism," which is the attention to disconfirmation rather than confirmation. This approach tests a conclusion or assessment by aggressively looking for data that refutes an idea. It's an approach used in the scientific and scholarly community.

The second approach Taleb offers sounds very different, especially for parts of the intelligence community (IC). Taleb essentially says because there is no way to accurately predict the probability of a rare event, it is better to focus on improving your preparation for that event now, rather than focusing on when that rare event will actually occur. Such an approach is used today by the Department of Homeland Security.

Taleb's suggestions address a special kind of prediction against low probability, high impact events. Most intelligence issues we face are not of this ilk, but Taleb's concern addresses events that have the most important consequences and the biggest impacts.



Book Review

Title: The Black Swan: The Impact of the Highly Improbable

Author: Nassim Nicholas Taleb

Published in 2007 by Random House

Taleb is a professor of mathematics in the sciences of uncertainty at the University of Massachusetts at Amherst and has worked as a derivatives trader on Wall Street and a floor trader in Chicago.

In his first suggestion, Taleb's solution can be applied to organizations where disconfirmation is needed such as DIA. DIA analysts should not have to select between disconfirmation and confirmation — they must instead do both. Generally, we would come up with a data-driven theory about how the adversary operates and seek additional data that confirms that theory. The disconfirming role would be used to invalidate our tentative conclusions to make sure we have the best results.

In his second suggestion, Taleb says we cannot predict the timing of rare events and therefore we should not try. Such a notion seems ridiculous for us in the intelligence business. For analysts or collectors, we are charged to do our best to be predictive. But I do acknowledge that Taleb is right on the theory about predicting rare, low probability, high impact events — I just don't think his solution is the only solution out there. We can, however, think about the types of outcomes that could occur without regard for timing.

Some may be put off by Taleb's personalized writing style, and his frequent opinions can come across as arrogant. Nevertheless, Taleb's content deals with knowledge-related issues that hit the nail on the head and are relevant to all members of the IC.

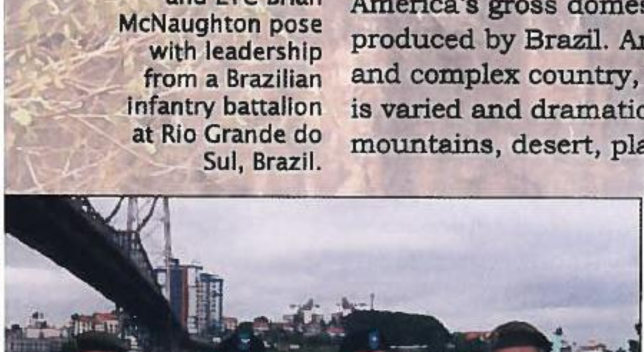
The Knowledge Lab has purchased 30 copies of The Black Swan. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

Post of the Month:
U.S. Defense Attaché Office BRASILIA

By the Directorate for Human Intelligence, DH

Post Highlights:

Brazil is the largest country in South America and the fifth largest in the world, measuring slightly more than the continental U.S. The population of Brazil ranks as fifth in the world. It's the biggest Portuguese-speaking country and the only one in our hemisphere. One-half of South America's gross domestic product is produced by Brazil. An incredibly diverse and complex country, Brazil's geography is varied and dramatic, including jungle, mountains, desert, plains, savannah and a 56-mile long coastline. Oneof the major rivers of the world, the Amazon, passes directly through the northern half of Brazil and pumps the equivalent of 14 times the volume of the Mississippi River into the Atlantic Ocean.



USDAO Brasilia attachés COL Brian Butcher and LTC Brian McNaughton pose with leadership from a Brazilian infantry battalion at Rio Grande do Sul, Brazil.

Photos submitted by DH

The capital Brasilia, a showcase of modernist architecture, was carved out of the savannah of central Brazil between 1956 and 1961 largely due to the will of a visionary Brazilian president, Juscelino Kubitschek. The capital was moved from Rio de Janeiro during a period of years, and Brasilia in many ways cemented the consolidation of Brazil as a nation by decreasing the influence of regional powers like Rio and other areas. Brasilia is essentially a serious government city with a large public sector. Rio de Janeiro, on the other hand, is known for its breathtaking landscape, wide beaches and vibrant night life.

Host Country Highlights:

Since its independence from Portugal in 1822, Brazil has exercised a great deal of influence in South America and increasingly in world affairs. As the nation matured in the 19th and 20th centuries, it steadily consolidated into an economic, diplomatic and cultural powerhouse. Brazil is home to such economic successes as Embraer, the fourth largest aircraft company in the world; the partially state-owned energy conglomerate Petrobras; and mining giant Companhia Vale do Rio Doce. Famous for its unique cultural contributions such as Rio's acclaimed Carnival and Brazilian music like samba and bossa nova, Brazil is also known for vibrant northeastern culture and its gaúcho, or "cowboy culture," in the south.

VEN.
GUY.
SUR.
COL.
NORTH ATLANTIC OCEAN
Boa Vista
Pico da Neblina
Belém
São Luis
Manaus
Fortaleza
Teresina
Natal
Recife
Maceió
Rio Branco
PERU
Salvador
BRASÍLIA
BOLIVIA
Campo Grande
Belo Horizonte
Tubarao
Vitória
São Paulo
Rio de Janeiro
PARA.
Curitiba
Santos
Sepetiba Terminal
CHILE
SOUTH PACIFIC OCEAN
Porto Alegre
SOUTH ATLANTIC OCEAN
ARGENTINA
URU.
0 300 600 km
0 300 600 mi

Location: Brasilia and Rio de Janeiro, Brazil

Population Size: 190,010,647

Primary Language: Portuguese

Basic Greeting: Bom Dia (Good Morning) and Boa Noite (Good Evening/Good Night)

After some economic and political difficulties in the 1980s and 1990s, the country is currently enjoying an economic boom under center-left President Luiz Inacio Lula da Silva, with large trade surpluses, minimal inflation and steadily improving living conditions for its poorest citizens. Brazil is increasingly active internationally with significant participation in U.N. endeavors, including a more than 1,200 person contingent deployed to the successful U.N. peacekeeping mission in Haiti and the command of the entire Haiti mission.

Operational Highlights:

Six military attachés are assigned to U.S. Defense Attaché Office (USDAO) Brasilia. USDAO Brasilia also maintains a separate satellite office in Rio de Janeiro — one of two USDAOs in the defense attaché system to do so — which provides frequent ship visit support to the Brazilian navy and military-to-military contact programs. In addition, with the assistance of regional C-12 aircraft support, the USDAO also maintains coverage of Suriname, located on Brazil's northern border. Its support to the government of Suriname has created a harmonious and cooperative relationship between the U.S. military and the Surinamese military. It also has provided access to senior government officials and previously inaccessible air fields and military bases using the C-12 aircraft.

USDAO Brasilia stays busy with daily operations and numerous visitors. During the last two years the office has participated in what has become an unprecedented increase in the level of senior-level contact and engagement between senior U.S. and Brazilian civilian and military leaders. Visits hosted include the president; secretaryof state; secretary of the treasury; attorney general; chiefs of staff of the U.S. Army and Air Force; commandant of the U.S. Marine Corps; commander of the U.S. Special Operations Command; numerous cabinet and sub-cabinet level officials; and several other senior military officers and congressional delegations.

Brazil's size and large dispersed armed forces mean that USDAO Brasilia attachés are constantly traveling the country. Attachés have visited military units in practically all of the 27 states in Brazil to represent the U.S. military to their counterparts. This enables attachés to maintain relations with knowledgeable contacts and to keep up with current military and other national events.

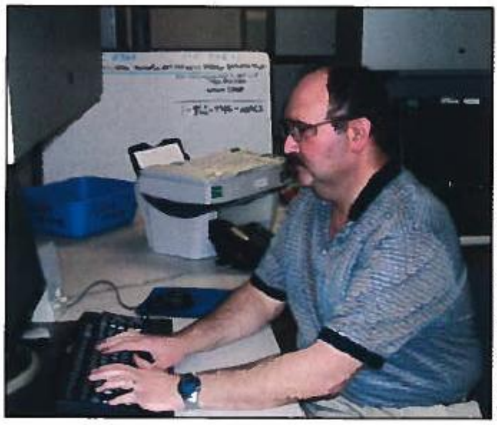
Foz de Iguazu falls, located between Brazil and Argentina in the Iguazu National Park.

In addition to its duties in Brazil and Suriname, USDAO Brasilia coordinates with all other USDAOs in Latin America to carry out traditional security operations and information sharing. The size and complexity of Brazil and its constantly expanding military-to-military relationship ensure USDAO Brasilia personnel enjoy busy, but rewarding assignments in Brasilia and Rio de Janeiro.

Fort Sheridan CELEBRATES 10th Anniversary as JRIC

By LCDR Tim Hodges, FE

In 2007 Fort Sheridan, located in Highwood, Ill., about 25 miles from Chicago's O'Hare International Airport, celebrated its 10th anniversary as the original prototype Joint Reserve Intelligence Center (JRIC). DIA, as the executive agent for the Joint Reserve Intelligence Program (JRIP), established the JRICs at active and reserve installations around the country to facilitate reserve production efforts.



Photos by LCDR Tim Hodges, FE

Scott Striker is part of the DS management team at Fort Sheridan.

Fort Sheridan, with 26,000 square feet of SCIF space and another 16,000 of unclassified space, has 250 Windows XP workstations, UNIX workstations and MASINT/Imagery systems and is the only JRIC site with TROJAN XXI workstations. More than 300 reservists, representing 12 reserve units, provide reach-back production for various commands.

Phil Rykyto, DIA Enterprise Operations Support (DS/OGT) site systems administrator, has been at Fort Sheridan since 1987 when he was an Army staff sergeant. He became part of the full-time staff in 1990. He is responsible for maintaining workstations, servers and network hardware. "Everyone works together at Fort Sheridan," he said. "You can't tell the difference between the staff and the reservists because everyone gets the job done."

Scott Striker, DS/OGT system functionality manager, is another Fort Sheridan veteran. Striker, a former Navy intelligence officer, has worked at Fort Sheridan since 1996. "I am part of the DS/OGT management team," he explained. "I work with reservists to determine how the systems are supporting them."

Recently Striker began another project to make it easier for reservists to track production. "In the spring of 2006, JRIP-Information Management held some internal communications working groups," he said. "Our discussions determined we needed a better way to share information across the JRIP-IM enterprise."

Striker explained the initial focus of sharing information was targeted to internal communications between DS/OGT entities. "I advocated expanding the SharePoint software capability to the analyst user base," he said. "Fort Sheridan has a large full-time user presence, and I felt we had to track production in a simpler, less labor intensive way."

The results now track an analyst's product, progress and the man-hours being used for research, training, analysis and service administrative duties. While only European Command Joint Analysis Center (EUCOMJAC) units at Fort Sheridan and Wright Patterson Air Force Base in Dayton, Ohio, are testing this new use of the SharePoint system, it could branch out to other JRICs.

Chief of Joint Operations LCDR Edwin Exum, is one of the full-time staff members at Fort Sheridan. Exum is responsible for ensuring the Joint Reserve Intelligence Support Element (JRISE) at Fort Sheridan, which includes more than 120 service personnel in three branches, are trained and qualified intelligence professionals who are ready for mobilization to EUCOM. "We are a force—multiplier for the warfighter," said Exum. "Every intelligence asset assigned here produces products that wouldn't be available for our people in the field. We provide that support."

Like most JRICs, Fort Sheridan is supporting the Global War on Terror (GWOT) and has mobilized intelligence experts. However, instead of locating intelligence professionals in the desert, they can provide the same support at this North Chicago suburb. "The North Central Army Reserve Intelligence Support Center was host to at least five Joint Analysis Center (JAC) reserve personnel who provided daily intelligence briefings to JAC Molesworth in England and the EUCOM J2," said Exum. "We also provided daily intelligence summaries supporting counterterrorism and force protection issues post 9/11."

One person who supported GWOT from this virtual workplace is LTJG Dan Smigielski. "From December 2006 through June 2007, I was on long-term orders with DIA doing order of battle analysis," said Smigielski. "During this time I was on secure conference calls with my D.C. civilian counterparts discussing mission critical requirements."

PO1 Ada Gray is one of the 300 reservists who drill at Fort Sheridan.

Perhaps no one knows how well Fort Sheridan has served as an effective reach-back asset after Sept. 11 than Unit Commander MAJ Christopher Pellowski.

Pellowski and his unit were activated to Fort Sheridan after Sept. 11, and he's been on active duty ever since supporting operations Enduring and Iraqi Freedom. He echoes others about how Fort Sheridan personnel can provide the same support as those in the nation's capital. "We have the same ability to do here what is done at DIA," said Pellowski.

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READINGS on the Mechanics of Islamic Law

By CDR (Sel) Youssef Aboul-Enein, DI

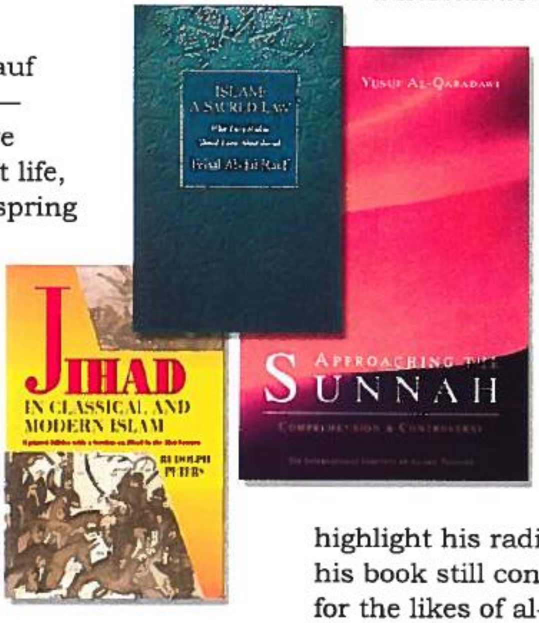
In the 21st century, military and civilian intelligence analysts must engage in a careful examination of the construction and mechanics of Islamic law. This is not only to immerse oneself in the language of the adversary, but also to understand how Islam has been perverted by Islamist militants. This review will introduce you to several books and discussions that offer perspective on how thinkers in both the Muslim and Western world perceive Islamic law.

An Introduction to Islam

Before beginning this study, one should become familiar with the basics of Islam and Islamic history. Excellent sources include Karen Armstrong's "Islam: A Short History" and, for those visually inclined, the PBS film "Islam: Empire of Faith." This will provide the reader with a basic grounding to delve deeper into the Sunnah, which is composed of the Quran and Hadith (Prophet Muhammad's deeds and actions).

Islam for the Real World

Feisal Abdul-Rauf's "Islam: A Sacred Law: What Every Muslim Should Know About the Shariah" was written for American Muslims to help them reconnect with and apply Islamic law. The book focuses on living a moral lifestyle. While Islamist militant clerics preach of a distant God that seems not to care about the realistic aspects of modern life, Abdul-Rauf offers a balanced view of Islam. His approach applies to the world of family, community and profession.



In his book, Abdul-Rauf reduces the Shariah — Islamic law — into five objectives that protect life, religion, property, offspring and mind. The book also neatly categorizes the 11 sources of Islamic law from the Quran. The author ends with his ideas on how the Shariah can evolve through intellectual inquiry. Such an endeavor uses the rich complexity and heritage of Islam to threaten the very ideology of Islamist militants.

The Prophet's Example

Author Sheikh Yusuf al-Qaradawi is a double-edged sword in 21st century Islamic discourse. During his regular al-Jazeera television program, he sanctions suicide bombings in Israel and against coalition forces. His opinions have made him popular with some. But at the same time, he also condemns aspects of Islamist militant methodology. Al-Qaradawi's radical views should not dissuade analysts from reading his work, as they offer ammunition to ideologically counter Islamist militant theory. Even al-Qaradawi, who since 1999 has been banned from entering the United States, has within his books a critique of the very criminals and suicide operatives he condones.

In "Approaching the Sunnah: Comprehension and Controversy," al-Qaradawi attempts to make the Sunnah approachable in the daily lives of Muslims. He argues there is ease in application and a vehicle of mercy in the Quran.

The book opens by saying that it is unfortunate that some Muslims hardly know anything of the Sunnah except "keeping the beard long, and the robe short, and using the siwak from the arak tree to clean the teeth." What he means is that Muslims spend little time reflecting and engaging in a lifetime of learning about their faith.

Qaradawi is trying to highlight his radical influences here, yet his book still contains plenty of critique for the likes of al-Qaida. While reading, one acquires an understanding of the complexity of Islamic law that requires a lifetime of study, consultation and education for accurate interpretation.

Islam as a Guide for War

Rudolph Peters' "Jihad in Classical and Modern Times," introduces readers to the varying opinions of scholars on the concept of jihad in the context of warfare.

Peters begins with prophet Muhammad's teachings on the conduct of war. He draws from the books of Hadith. Although Hadith deals with spoils and includes incitement to wage warfare against unbelievers, it also contains moral stipulations on not to burn one's enemies and guidance on the types of asylum to be granted monks and other non-combatants.

Peters also covers the writings of the twelfth century Muslim thinker Ibn Rushd, who wrote a legal opinion on jihad that discusses the aims, means and methods of war, as well as the importance of and methods for making and breaking a truce. Rushd's words have today been drowned-out by the radical thirteenth century preacher Taqi Ibn Taymiyyah, who is the subject of an entire chapter of this book.

The book ends with a survey of Egyptian militant groups and the circumstances of their evolution under President Anwar Sadat. To gain an understanding of these nuances and to deconstruct the jihadist messages of today, an immersion in the language and debate on jihad is necessary.

After reading books on basic Islam and Islamic history, take the next step and delve into the complex debates. This will make you a more incisive analyst, foreign area officer or counterterrorism specialist.

Editor's note: CDR (Sel) Aboul-Enein currently serves as a Central Command warning officer, Middle East counterterrorism analyst and subject matter expert on Islamist militant theory at the Joint Intelligence Task Force for Combating Terrorism (JITF-CT).

Knowledge Lab Celebrates Third Anniversary

Photo by CP

DIA employees came together Feb. 10, 2005, to kick off the Knowledge Lab.

DIA's Knowledge Lab will celebrate its third anniversary in February. The Knowledge Lab is an agency-wide network of volunteers committed to making DIA a highly connected, knowledge-based organization. We commend the hundreds of DIA employees from every part of the agency for:

- Volunteering your energy and time to improve mission performance.
- Permitting your employees to take part in Knowledge Lab pilot projects.
- Helping the director to create a culture of continuous self-improvement through Crossing Boundaries.

Look for more on the Knowlege Lab anniversary in InterComm.

Doggone CUTE!

By C. Todd Lopez, CP

The cat's out of the bag: winners of the Office of the Inspector General's (IG's) contest to find the cutest pet include Triumph, a long-haired mini-dachshund, owned by Maj William Flynn, Office for Congressional and Public Affairs (CP); and Spike, an Abyssinian cat, owned by LaAnna and Jerry Mraz, Directorate for Human Intelligence (DH).

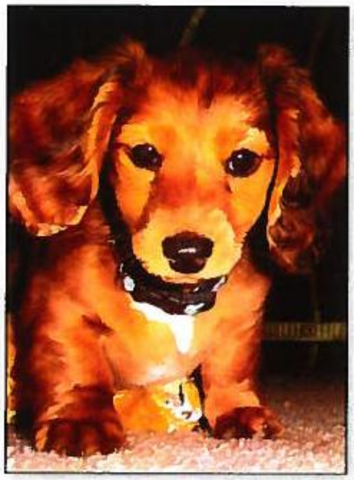


Photo by Maj William Flynn, CP

Above - Top dog Triumph owned by Maj William Flynn, CP.

As part of a Combined Federal Campaign (CFC) fundraising effort, members of IG, led by staff director Theresa Romano, hosted a contest that allowed pets owned by DIA employees to compete for the title of "Cutest Pet."

About 125 employees entered their cats and dogs in the contest. Photos of those pets were posted in the DIAC lobby where nearly 1,200 DIA employees voted for their favorites.

So many votes were cast, and the votes were so close, Romano said, it was decided to award first, second and third place prizes in each category. All the winners received gift cards to a local pet supply store.

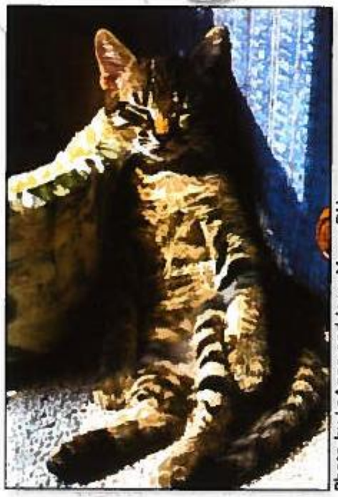


Photo by LaAnna and Jerry Marz, DH

Right - Top cat Spike owned by LaAnna and Jerry Mraz, DH.

A dog trainer outside of DIA, Romano originated the idea for the contest as a fundraiser for CFC.

"As a dog trainer, I know people who own pets are rabid about them," she said. "And they are also generous. I didn't know what to expect, but I was amazed that people were as generous as they were, even those that didn't have a dog in the race. The contest was amazingly successful."

Those who entered pets in the contest, and those who voted, were asked to make donations to IG's contribution to CFC. Overall, the event raised about $2,300 — 100 percent of which was donated to the campaign as general CFC funds.

DIA's Cutest Pets

Dog: 1st place: Triumph, long-haired mini-dachshund, Maj William Flynn, CP

2nd place: Carter, Jack Russell terrier, Alissa Johnson, DS

3rd place: Sadie, Morgan and Lucy, vizslas, Janice and James Battaglia, DI

Cat: 1st place: Spike, Abyssinian, LaAnna and Jerry Mraz, DH

2nd place: Cali, Bengal leopard, Mickie Sampson, DI

3rd place: T.C., calico, Letice Ivory, FE

DIA Says Yes! to PAY-FOR-PERFORMANCE

By Melissa G. Daston, HC

In the last decade the intelligence community (IC) has gone through an extraordinary period of change. Like the rest of the IC, DIA's mission has expanded in scope and location, our work force has changed in size and location, and these trends are expected to continue. Now more than ever, a results-oriented work force possessing diverse global perspectives and a broad range of skills and capabilities is required to respond to modern threats.

The IC's human capital challenge is how to attract and retain a global work force that rewards performance and results. The answer is to develop a system and organizational culture that promotes a pay-for-performance environment that rewards results with salary increases and bonuses. The tool is the Defense Civilian Intelligence Personnel System (DCIPS).

DCIPS 101

DCIPS is the new human capital management system for the Department of Defense (DOD) IC. DCIPS is not identical to the National Security Personnel System. DCIPS provides a set of common policies and practices throughout the DOD IC that emphasize enhanced work force capabilities and a results-oriented performance culture.

Because this transformation cannot happen overnight, DCIPS will be phased in during the next several years. There are five key components of the new personnel system (*see table on Page 14 for details*).

Where are we today?

Currently DIA is completing the transition to competency-based position descriptions (PDs). The new PDs were developed during the past two years with the help of agency managers, supervisors and subject matter experts. Benefits include standardizing descriptions of positions across offices and identifying the competencies required to perform jobs. This changeover will be complete by spring 2008.

A new pay structure consists of five pay bands that replace the current GG grades. Additional information will soon be provided to employees along with a tool that allows you to see how your current GG grade and position converts under pay banding. The DCIPS project team will begin official mapping of positions to pay bands; conversion is scheduled for fall 2008. Initial work is underway at the

> "The answer is to develop a system and organizational culture that promotes a pay-for-performance environment that rewards results with salary increases and bonuses."

Office of the Undersecretary of Defense for Intelligence on the performance management process. As soon as final decisions are made, the information will be made available to DIA employees.

TODAY	TOMORROW
1. PDs are unique for each job. This results in inconsistent descriptions of similar work performed across the agency.	Through a new **occupational structure,** every employee and billet at DIA has a new, skills-based PD that details the work for different occupational levels. PDs are consistent across the agency and focus on the nature, scope and complexity of the work. The competencies also form the basis for performance standards. **When: In progress**
2. The almost 60-year old GG system is rigid, time-based and lacks flexibility when formulating starting salary and employee pay increase decisions.	A common **pay banding structure** replaces the GG system. A set of five pay bands provide a mechanism to allow employee progression. Most importantly, your pay will not decrease when we move to the pay banding system. **When: Fall 2008**
3. DIA's performance management system already applies many of the DCIPS principles of shared performance planning, feedback and evaluation using specific and measurable performance objectives.	An enhanced **performance management process** continues to emphasize a shared understanding of goals, objectives and priorities throughout the organization. Your performance drives pay adjustments. **When: Summer/Fall 2008**
4. The career management process varies throughout DIA and tends to be directorate and/or office-specific, limiting movement across the agency.	A comprehensive **career management program** provides occupational-based roadmaps that clearly identify career paths, crossover points for technical or management tracks, and sources of learning to acquire necessary skills. **When: FY 2009**
5. Pay is based on the GG-graded compensation structure; bonuses are based on performance and results.	A new **performance pay-out process** increases pay and ties bonuses to both your individual performance and results in achieving DIA's mission and goals. **When: FY 2010**

DCIPS

DEFENSE CIVILIAN INTELLIGENCE
PERSONNEL SYSTEM

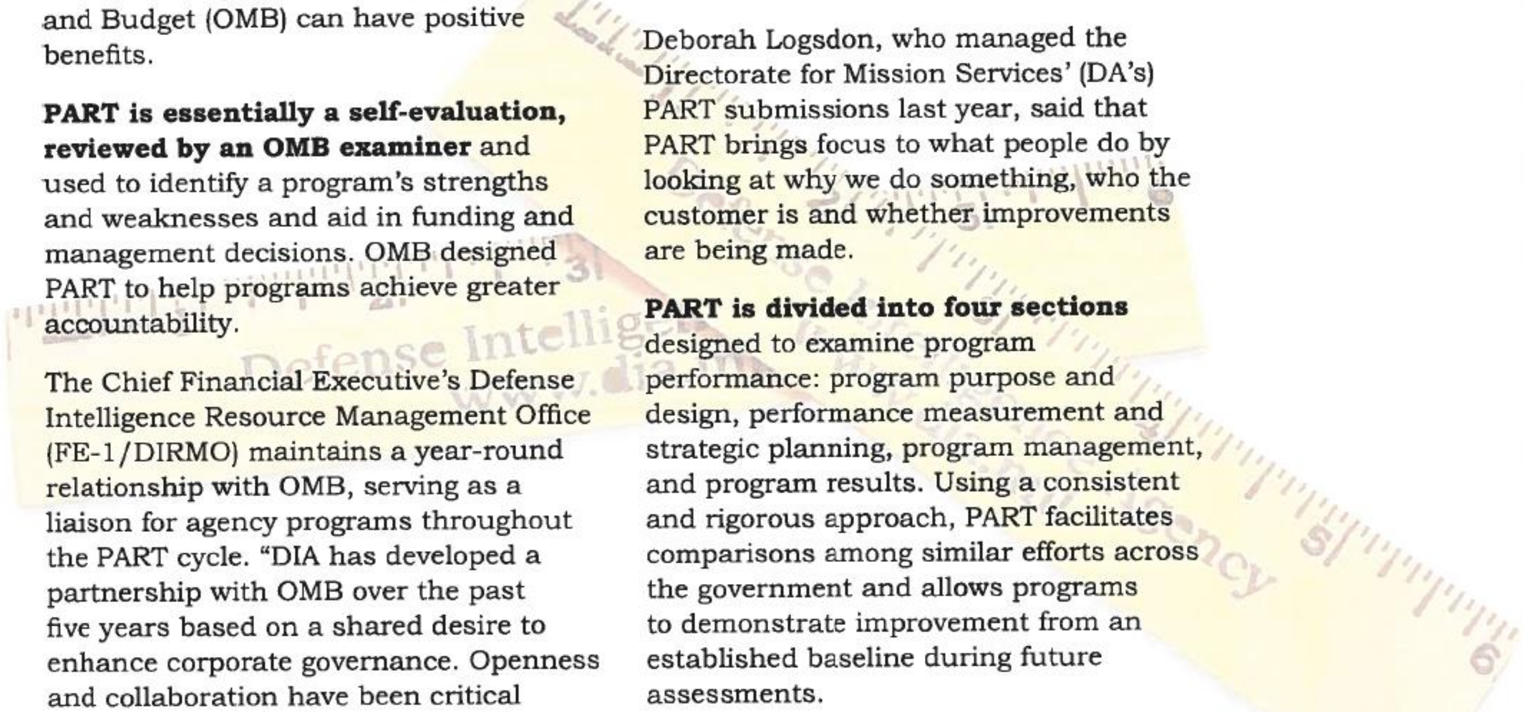
In summary, DCIPS benefits employees and DIA. DCIPS standardizes position descriptions, links jobs to competencies and provides a career roadmap, builds on DIA's existing performance-based evaluation system, and ties pay and bonuses to performance. It creates a shared vision of what needs to be accomplished for individual and organizational success.

To learn more, please visit the DCIPS Web page on JWICS at http://hc.ic.gov/homepage/hc/HSM/DCIPS/dcips.html. Or look for the link on the Internal Communications Web page under "Important Links."

Measuring Program Performance with PART

By Tamara E. McFarren, FE

Having a program's performance evaluated doesn't have to be a painful experience. In fact, undergoing a Program Assessment Rating Tool (PART) assessment by the Office of Management and Budget (OMB) can have positive benefits.



PART is essentially a self-evaluation, reviewed by an OMB examiner and used to identify a program's strengths and weaknesses and aid in funding and management decisions. OMB designed PART to help programs achieve greater accountability.

The Chief Financial Executive's Defense Intelligence Resource Management Office (FE-1/DIRMO) maintains a year-round relationship with OMB, serving as a liaison for agency programs throughout the PART cycle. "DIA has developed a partnership with OMB over the past five years based on a shared desire to enhance corporate governance. Openness and collaboration have been critical to our successful efforts to complete the PART and to help component programs demonstrate their progress toward achieving performance budget integration," said Roger Glickson, DIRMO's deputy director.

Programs undergoing a PART derive two key benefits. First, an honest and thorough self-assessment can help program leadership identify ways for better resource stewardship. This is especially critical in the intelligence community. "The effectiveness with which we apply those resources can make the difference between lives lost and lives saved," Glickson said. Secondly, PART allows a program to showcase its capabilities and present a compelling case on its performance to OMB.

Deborah Logsdon, who managed the Directorate for Mission Services' (DA's) PART submissions last year, said that PART brings focus to what people do by looking at why we do something, who the customer is and whether improvements are being made.

PART is divided into four sections designed to examine program performance: program purpose and design, performance measurement and strategic planning, program management, and program results. Using a consistent and rigorous approach, PART facilitates comparisons among similar efforts across the government and allows programs to demonstrate improvement from an established baseline during future assessments.

In fiscal year 2007 DIA and the General Defense Intelligence Program (GDIP) underwent a fourth year of PART evaluations, with the assessment of the Defense Intelligence Analysis Program, GDIP Facilities and GDIP Physical Security. In addition, defense human intelligence, which was originally evaluated in 2005, was re-evaluated. Other elements assessed to date are the Directorate for MASINT and Technical Collection (DT) in 2004, the Directorate for Analysis (DI) in 2005 and DoDIIS and the chief information officer in 2006.

The PART cycle begins in February when OMB notifies the programs to be reviewed and runs through mid-summer when final summaries are produced for inclusion in the budget submission to Congress. However, as Glickson notes, "The most common mistake people make is thinking that their PART evaluation begins when they are notified by OMB. In fact, the formal evaluation merely documents an organization's operational effectiveness. What has or has not occurred during the three to five years proceeding the evaluation is far more relevant to their final score than are their actions during the three to five months of the assessment cycle."

Programs have six to eight weeks to complete their draft self-assessment questionnaire. Updates are made based on comments from the OMB examiner with the final submission due to OMB in early May. A PART summary is then incorporated into the Congressional Budget Justification Book later in the year. The summary includes funding data, the program's primary strategic measures, OMB's key findings and a series of follow-on improvement actions.

A successful PART outcome relies on demonstrating four critical elements of a program's performance. First, program capabilities should have clearly articulated objectives that focus on satisfying an established and documented customer need. Next, a plan should be developed and implemented to measure progress against the program's objectives. Third, the program should be managed according to that plan. Finally, a program must demonstrate that it applies resources to achieve results. Logsdon assures programs that "It's not scary. Only you can produce results, but OMB and DIRMO are there to help you figure out how to do that."

Additional information about PART, including representative results from across the government, are available on NIPRNet at www.expectmore.gov or by contacting DIRMO at (703) 907-0255.

JMITC Vital to IC COUNTERTERRORISM Training

By Dr. Mark V. Kauppi, HC

The events of Sept. 11 brought to light the need for a large-scale expansion of the intelligence community (IC) and the need for an equally dramatic expansion of intelligence training programs. Existing programs were expanded to increase capacity; others were developed to counter an ever-changing, global threat. Basic analytical courses were developed at DIA, FBI and the Department of Homeland Security. Last year a new counterterrorism course for National Counterterrorism Center (NCTC) personnel was launched, while DIA, CIA and the National Security Agency expanded their programs.

As the number of courses proliferates, the need for information-sharing among counterterrorism trainers across the IC is

imperative. This is where the DIA Joint Military Intelligence Training Center (JMITC) Asymmetric Warfare Branch plays a vital role. Their community counterterrorism training program (CTTP) was first established in 1986 during what some have termed the "first Global War on Terror." CTTP courses for entry-, mid- and senior-level employees and a mobile version of the basic analytical course fulfill critical IC training requirements. Since 1988 the JMITC counterterrorism team chief has chaired the Analytic Training Subcommittee of the Interagency Intelligence Committee on Terrorism. The subcommittee is officially tasked with being "a forum of community training officers that coordinate training programs and provide interagency terrorism training opportunities." Through the 1990s this committee was virtually the only venue for analysts to discuss counterterrorism strategies.

Since Sept. 11 opportunities for counterterrorism analysts to attend conferences and analytical exchanges have significantly expanded. As a result, the Analytic Training Subcommittee has been able to place more emphasis on the first part of its mission statement — to serve as a forum for intelligence training officers. Recent meetings have reviewed the state of community counterterrorism training, incorporated alternative analysis methods into IC courses and discussed development of new community offerings in terrorism threat warning and improvised explosive device familiarization for analysts. DIA counterterrorism training has always been open to all IC terrorism/counterterrorism analysts and the subcommittee advocates similar access for analysts taking other agency courses. For more information on the training subcommittee, contact Dr. Kauppi at (202) 231-3317. To view counterterrorism training listings, visit nctc.ic.gov on JWICS.

> "The need for information-sharing among counterterrorism trainers across the IC is imperative."

DIA Gets Lean!

By the Communiqué Staff, CP

Paul Isakson joined DIA in October as a senior management analyst and Lean Six Sigma Master Black Belt in support of the strategic planning for DIA's Lean Six Sigma (LSS) Program. Isakson also mentors Green and Black belts in the Chief of Staff Performance Management Group (CS-3) and teaches Green Belt, Black Belt and Champion classes for the agency. Prior to joining DIA, Isakson was the lead instructor at the Naval Sea Systems Command LSS College, training more than 1,000 personnel. He became a Black Belt during his 11-year career with the Ford Motor Company.

Isakson sat down with the Communiqué staff to explain how LSS relates to DIA, the challenges the program faces and what it takes to be involved.

COMMUNIQUÉ: *Lean Six Sigma has its roots in the corporate world. How has it translated to DIA?*

MR. ISAKSON: The corporate world exists to make money — DIA exists to provide timely, objective and cogent intelligence to warfighters and policymakers. Those two worlds may sound very different, but a closer look reveals both have

customers, processes and plenty of room for improvement. That's what the Department of Defense Continuous Process Improvement (CPI) Program and LSS focus on here at DIA — finding out what our customers need/want, evaluating how well our current processes are delivering, and continually looking for ways to improve and close the gap between the two.

Photo by Chalessa Y. White, CP

Paul Isakson

DIA has already completed 66 Green and Black belt projects that have resulted in cash savings, improved speed and increased effectiveness across the directorates, and there are 88 more projects currently ongoing.

COMMUNIQUÉ: *How do you identify LSS projects within the agency? Can every office find a use for this program?*

MR. ISAKSON: Right now every person who comes to Green Belt or Black Belt training must bring a project from their directorate. Project ideas are discussed early on to ensure validity. Ideally, we like the projects to tie into the core mission of the directorate and subsequently the DIA Strategic Plan. The idea is that each of these projects represents a process that needs to be more efficient. Since every office has processes that can be improved, CPI/LSS can be applied throughout the agency.

For example, the Directorate for Human Capital (HC) is currently working projects focused on improving the hiring and recruitment processes to better use their limited resources and reduce the time it takes to bring a new DIA employee on board.

COMMUNIQUÉ: *What, if any, are the constraints or bottlenecks you have come across during the program's inaugural year in regard to implementation of ideas/solutions?*

MR. ISAKSON: There are always obstacles to overcome and believe me, we've hit some in the last year. Due to LSS's roots in industry and its terminology, some people think it doesn't really apply to the government or the intelligence community. Other people believe in LSS but they're too busy doing "their real job" that they don't have time to look at how they could improve the process. Because of these obstacles, LSS often isn't a high priority. Ironically, it's like the lumberjack who's so busy cutting down trees that he doesn't have time to sharpen his ax. Everyday he has to work a little harder to do the same job, when we all know there's a better way.

Another obstacle we run into is the concept that LSS is the management fad du jour and that it will end up like total quality management and others that have gone before it. The difference is that LSS was developed by chief executive officers who realized that the voice of the customer should drive everything you do. In our business if we are not providing the right intelligence to the right person at the right time, we are not meeting our customers' needs.

We are continuing to better define our customers' needs and senior leaders' goals, which will then help us choose projects that improve those same areas. We want to help everyone at DIA see that change is possible and often beneficial.

COMMUNIQUÉ: *What happens after someone has acquired their Green Belt?*

MR. ISAKSON: After completing the week-long Green Belt training they begin working on their project and applying firsthand the concepts from the class. We encourage participants to finish their projects as soon as possible. Upon completion they can then apply to become a certified Green Belt.

Once someone is trained and certified they become a great resource to the agency to conduct further projects in whatever areas are deemed necessary. It's up to the deputy director for the directorate or special office to deploy their Green Belt in an effective way and not simply go back to business as usual — after all, they've made a significant investment in training and supporting this "belt" so it's in their best interest to utilize them.

COMMUNIQUÉ: *CS is working toward a goal of adding 500 Green Belts, 80 Black Belts and eight Master Black Belts. How are your numbers progressing?*

MR. ISAKSON: Our goal comes from past studies of successful LSS organizations and has to do with getting enough people involved so that real progress is visible across the agency. We've made great strides, but we're still less than halfway to our goal. We have 242 Green Belts, 21 Black Belts and three Master Black Belts. We continue to hold additional Green and Black belt training, but the key is getting the right people from the directorates into the classes and finding a beneficial project for every single student, which is slowing us down a bit.

> "Since every office has processes that can be improved, LSS can be applied throughout the agency."

COMMUNIQUÉ: *How do you ensure that LSS has a prolonged place in DIA's future?*

MR. ISAKSON: Previously I worked with LSS at Ford Motor Company and the U.S. Navy, and they made their LSS programs endure long term by reaching a critical mass of personnel with training and keeping them involved in activities. When more people learn how LSS works and see its benefits, it really starts to have a life of its own. And let's not forget results — if we're getting great results and we can show that clearly through metrics, I trust future leadership will continue supporting the LSS program.

Here in DIA people are starting to get excited about LSS and what it can offer. While some in the agency haven't yet seen the benefits and are moving more slowly, past project results have created momentum and the effort is growing in DIA.

COMMUNIQUÉ: *Do you have anything else you would like to share?*

MR. ISAKSON: I would like everyone to look at the work they do and ask themselves who is your customer and are you meeting their needs, what steps in the process add no value and how could you do it better? That's the thinking behind CPI and LSS.

For anyone who is motivated to improve the way their directorate or special office conducts their work to support its customers, we have new Green and Black belt training classes beginning in February. Angela Rollins, LSS program manager, (703) 693-7033, is the point of contact for enrollment.

DH Sees Big Improvements:
New PERFORMANCE MANAGEMENT Element Aims to Collect More

By Monica Y. Tullos, DH

Since DIA implemented Lean Six Sigma (LSS) as its continuous process improvement tool nearly two years ago, the Directorate for Human Intelligence (DH) has increased operational effectiveness, improved readiness, decreased man hours needed to perform several key functions, and realized more than $4 million in operational savings. These process improvements extend from inside the Beltway to the sands of Iraq.

The Entry Level Professional (ELP) Cohort Training Program is DH's most robust and successful LSS project to date. It provides sequential, progressive and uninterrupted training for new collectors in basic through advanced national level human intelligence (HUMINT) certification courses. ELPs receive their 12- to 18-month training schedule while in-processing to DIA and are then assigned to a training detachment with personnel who provide the necessary leadership, administrative, logistical, career management and counseling support to ensure their success. This concept shortened the time by one year to fully train collectors, which equates to a $3.6 million annual reduction in operational expenses while producing better trained personnel as evidenced by their superior performance at the intelligence community's (IC's) most demanding HUMINT certification courses.

Another DH LSS project increased analysts' ability to access completed collector intelligence reports from 70 to 98 percent, substantially improving DIA's ability to provide timely, objective and cogent military intelligence to decision-makers. Yet another project notably reduced the man hours necessary for those deployed to complete the pre-deployment checklist. The latter consolidated the process from 27 steps at nine locations to 10 steps in only four locations. The improvement yields a $425,000 annual operational savings equivalent and reduces the pre-deployment time by 67 percent.

Demonstrative of DH's proactive and continued commitment to LSS, an internal performance management infrastructure is currently being created to secure immediate and sustainable improvement across DH's worldwide operations. Former private industry and Office of the Chief of Staff Performance Management Group (CS-3) performance manager, Treasure Arquieta, heads the new element that is conducting an internal assessment

of its own core processes and setting the strategy for the directorate to generate substantial gains.

In addition to having served as the Black Belt for DH's ELP Cohort Training Program, Arquieta has achieved considerable success managing performance improvement initiatives at two Johnson & Johnson facilities, Walter Reed Army Medical Center and Army physical evaluation boards nationwide on behalf of the deputy undersecretary of the army for business transformation.

Arquieta is confident that the directorate's pervasive application of LSS methodologies will yield positive results on multiple levels. "Our directorate, perfectly positioned with leadership support, momentum and a wealth of opportunities, looks into the future with eagerness to continuously meet and exceed our strategic objectives," she said.

With much support throughout DH, Arquieta's element is implementing the strategy for continuous process improvements for a directorate conducting global collection operations from more than 200 forward-based and contingency platforms. The element will align performance improvement initiatives to IC goals, establish metrics based on customer requirements and provide regular briefs to senior leaders.

"Black Belts will be strategically positioned throughout the directorate. They will own improvement objectives, complete high-impact projects, mentor Green Belts and be trusted advisors to our senior leaders. They will form an elite group of well-trained individuals who refuse to stop short of absolute success," said Arquieta.

Michael Pick, DH vice deputy director for human intelligence — plans and support, engages the element daily to ensure their progress is unhindered and their activities are aligned with the DIA Strategic Plan, National Intelligence Strategy and specific customer requirements.

"The return on investment DH has received through completion of LSS projects in the past 18 months demands immediacy in standing up this internal element," said Pick. "We're transforming our practices, maximizing our time and resource capabilities, and becoming more enterprise-minded."

Photo by Monica Y. Tullos, DH

Treasure Arquieta and Michael Pick discuss the status of DH Lean Six Sigma projects.

Pick added that shaping a culture today that speaks to tomorrow's challenges is a top priority. He's relying on LSS to thoroughly evaluate and optimize DH business processes.

"The investment in performance management methodologies, to include Lean Six Sigma, is designed to improve execution of our core processes ensuring we fulfill customer requirements," said Pick.

DH personnel interested in serving as project leads — Green Belts and Black Belts — should contact the DH Performance Management Element at (202) 231-7020. Training candidates must now personally interview with the performance manager prior to placement in a training course.

Interview with the DEPUTY DIRECTOR

By the Communiqué Staff, CP

The Communiqué staff sat down with the deputy director, Letitia "Tish" Long, to discuss her thoughts on professional development, the integration of intelligence personnel at the commands and keeping DIA the employer of choice. Ms. Long also addresses the DNI's 500 Day Plan and the Defense Civilian Intelligence Personnel System (DCIPS), which are topics of interest to the DIA work force.

COMMUNIQUÉ: *DIA is participating in 38 initiative working groups associated with the Director of National Intelligence's (DNI's) 500 Day Plan. Is there a core initiative that you feel demands stronger DIA involvement? Are we making progress?*

MS. LONG: There are six focus areas and DIA is involved in all of them. Of these six, we were working four of them long before the 100 and 500 Day plans. But what these plans have done is create structure and authority around all of the many efforts that were ongoing and pulled them together to eliminate redundancy and build momentum. The other two areas are less directly applicable to DIA. Nonetheless, we are participating in these two focus areas and the associated initiative working groups, just to a lesser extent than the other four.

Regarding collaboration, information sharing and collection and analytic transformation, I feel they are very intertwined, as are the initiative working groups. For example, DIA is the executive agency for the Analytic Space, or A-Space, which allows our analysts to collaborate in real time, share information and work on a product. A-Space really crosses all three of these focus areas.

Modernizing business practices is another area where DIA has been actively involved. A year ago we asked all personnel in DIA, including the services and commands, to identify policies and processes that were standing in the way of accomplishing their job. We received more than 300 responses and we have been systematically working them.
We have also rolled out a new Financial Management System in partnership with the National Security Agency (NSA), who is developing the system and getting us on our way to having a clean audit. But as with any new system there are glitches and we and NSA are working very hard to smooth out these problems. This modern system is a huge step that will move us away from balancing things by spreadsheets and calculators. It is expected we will have a clean audit by 2010.

All six focus areas in the DNI's 500 Day Plan, and their associated initiatives, are very important, and, as you can see, DIA is involved in all of them — but we have more involvement in some than others.

COMMUNIQUÉ: *During the past year DIA has made an effort to provide additional incentives like foreign language and tradecraft training, promotions and work life programs. What has the work force response been to these new opportunities? What other efforts are in the works?*

MS. LONG: The overall work force response to the new incentives has been very positive. I have people stopping me in the hallways to say thank you for creating a part-time employment policy and program. We've also received positive feedback through the Human Capital survey and on the JWICS general discussion board. A few programs that I would like to highlight include:

Foreign language proficiency pay — DIA offers up to $500 per pay period for individuals who keep up their proficiencies in our critical languages, and up to $300 per pay period for high proficiency in other languages. We've actually found that proficiency in more than one language is not uncommon among our work force. One thing that DIA does differently from our sister agencies is we use the proficiency pay as an incentive for people to maintain their language skills. In order to earn the pay at CIA or NSA, for instance, you must be in a job that requires the language. DIA pays you to stay current — regardless of the job. You never know when we may need that language and therefore may "surge" personnel to work a different portfolio — a portfolio with a language requirement.

Another popular incentive is the Employee Referral Bonus Program. Thus far DIA has had more than 100 individuals referred, and the first employees have already received the $3,000 bonus for referring someone with proficiency in one of our critical languages (see Page 25). In addition, we are getting ready to launch a $1,000 general referral bonus for any new hire that an employee refers. To receive one of these bonuses it has to be a new referral that makes it through the clearance process and is hired. We are all recruiters for DIA, and who knows better than our work force who will fit into the DIA culture, what DIA needs and what the organization is like.

We have worked tradecraft training in two particular areas thus far — human intelligence (HUMINT) and analysis. In HUMINT tradecraft training, we have, through the Defense HUMINT Management Office, established core defense training standards for courses developed by DIA and the services. Presently DIA and the services teach the courses and DIA has provided significant support and partnership with defense HUMINT training enterprise counterparts to establish the first HUMINT training Joint Center of Excellence at Ft. Huachuca. Concurrent with this important initiative has been joint certification of DIA-managed HUMINT training programs, including the Defense Strategic Debriefer Course. DIA students increasingly train and certify with defense counterparts — an essential component to successful joint deployments and assignments as collection operations officers.

Another unique joint course is one we have with CIA. We've been partnering with CIA for a number of years now and it's a great partnership because we work together in the field, therefore it is natural that we train together.

The 500 Day Plan's Six Focus Areas

1. Create a Culture of Collaboration
2. Accelerate Information Sharing
3. Foster Collection and Analytic Transformation
4. Build Acquisition Excellence and Technology Leadership
5. Modernize Business Practices
6. Clarify and Align DNI's Authorities

On the analytic side, we've started what's known as the Defense Intelligence Strategic Analytic Program (DISAP). There is DISAP One, Two and Three — entry level, intermediate and advanced. One of the things that DIA is working on is life-long learning. We have set up this analytic tradecraft training into three parts so that as our analysts become more experienced and mature, they are ready for the next level of analytic tradecraft training. We've had tremendous positive feedback on DISAP, and we are always looking at ways to update the courses, either with new case studies, training techniques or bringing instructors in from the outside.

Our promotion policies are very competitive with the rest of the IC; in fact some would say they are among the best because we abolished time in grade several years ago. If an individual is qualified and has demonstrated the capability to perform at the next level, then there is no minimum time in grade for them to be considered for promotion to the next level. Time in grade will soon go away for all the IC because we are moving to pay for performance. It will be your performance that determines your pay.

I've mentioned part-time employment already, but we also have a job sharing program. Job sharing is different from part-time because as a part-time employee you encumber a billet, but with job sharing you can put two people in the same billet.

DIA has also increased our Employee Assistant Program (EAP). In addition to the eaponesource.com Web site, DIA also has a hotline where employees can talk to a counselor 24/7, 365 days a year. DIA recognizes that in today's fast-paced world it's not always easy to cope with all of the competing pressures that an individual has, and we've especially learned that as we deploy more of our employees for longer periods of time and for repeat deployments, it's stressful on our work force and their families. There is a wealth of information available to our employees and their families, and EAP is an area that DIA continues to make a top priority.

DIA is very close to establishing a small childcare center for our employees. This is something Mr. Manzelmann and the Directorate for Mission Services (DA) has been looking at, and I hope that very early this year we will be able to start on this project. We hope the center will be big enough to take about 50 children between the ages of six months to three years — this age group has been identified in multiple surveys as the toughest childcare for our employees to obtain. I know 50 children isn't a lot, but this is just the first step.

In addition to childcare, DIA will soon offer childcare subsidies and we are planning on expanding our lactation room at the DIAC.

We are also getting serious about teleworking. The immediate response to telework is that we can't do that because of our classified work and everyone has to work in a SCIF. Teleworking is going to take more supervisor and management involvement — it certainly is harder to manage when your work force is not in the same building — but our work force today is spread out across the National Capital Region, and we are in more than 160 countries around the world. So we are already managing a dispersed work force, we are just not teleworking from home.

DIA is always looking at ways to remain an employer of choice. Our attrition rate is the best it's been in many years — around 8 percent. The agency leadership continuously examines policies, processes, procedures and programs from our core mission areas, to the support areas, to family work life balance initiatives so that we remain a place where people want to work.

COMMUNIQUÉ: *Starting in January the first phase of DCIPS will officially begin —*

the new position description rollout. When will DIA employees start to feel the impact of DCIPS? Because we are implementing this program, what new opportunities will be available to the work force?

MS. LONG: Our employees might not know it, but they have already started to feel the impact of DCIPS. As I mentioned, DIA abolished time in grade, and when we started the Agency Awards Board Process, that really was the beginning of a pay for performance system. The Agency Award Board Process takes into account performance by rating personnel, ranking them within their office, then ranking them within their directorate, then across the agency. Rating and ranking is one of the cornerstones of the pay for performance system.

The first part of DCIPS will begin with the new position description (PD) rollout. This is when everyone's PD will be converted to competency-based position descriptions. In many cases employees will actually think it's a format change because their position description didn't radically change, but what it will allow is standardization based on competencies. Managers won't have to rewrite PDs every time they want to fill a position, they will simply have to review and update what has already been validated. In addition, since PDs will be competency based, anyone who is applying for a job will look at the description and understand what the job is and what's expected of them.

The new PDs will also focus on the duties, the impact of the duties and what the associated outcomes should be. This will provide a clear tie to performance expectations, which will allow individuals to fully understand what is expected of them. For managers, writing reviews of accomplishments will become very straight forward. As you can see everything is linked and consistent, and it takes the mystery out of the performance reviews.

The other piece to DCIPS is we are going away from the GG scale of one through 15 to five pay bands that are broken out between three work categories: technical/support, professional and management. Grades one through 15 are mapped into the five pay bands, which overlap just as the GG scales do. This will give managers more flexibility to increase their employees pay, allowing individuals to stay where they are and not job hop for a promotion.

We are also learning that there can be unintended consequences to DCIPS. One of the things that organizations who have gone to pay banding have realized is, it's not really about the pay, it's more

9 Jan 2008
Kathryn Stern
$ 3,000.00
Three Thousand Dollars
Michael D. Maples

Photo by SrA Jaclyn M. McDonald, DA

Kathryn Stern, Directorate for Analysis (DI), was the first to be awarded a $3,000 bonus for referring James Michael Bland, DI, to DIA through the Employee Referral Bonus Program. Bland was hired, passed his security clearance, entered on duty and achieved a score on the Arabic proficiency test that qualified him for Foreign Language Proficiency Pay. As a result, LTG Michael Maples presented Stern with an oversized check on Jan. 8 to mark the occasion.

about the recognition. With the GG Scales there are grades one through 15, and therefore there are 15 opportunities to be promoted. With pay bands there are at most four opportunities for promotion — from pay bands one and two, two to three, three to four and four to five — and people won't know when your pay is being adjusted, but they will know what your band is. We are a rank conscious society, so when you say I'm a GG 15, people know that's equivalent to a military 06 and that you're a senior expert. So what does a band five mean? We will still have job titles and we will get use to the bands, it's just going to take a little bit of time to adjust to the change.

> "DIA is always looking at ways to remain an employer of choice."

DCIPS is a huge change for the defense IC and the leadership of DIA recognizes that. We have established a program management office with a team of people working this full time. The program management office brings together all the competencies, a DCIPS implementation timeline for how all this will be rolled out, and the most important piece, training for all employees, supervisors, seniors and human resources personnel. DCIPS will be the new way DIA manages the work force and we recognize it's a cultural change and that we need the corresponding training to go along with it.

COMMUNIQUÉ: *As of Oct. 14 civilian intelligence personnel at the headquarters of U.S. Central, Northern, Southern, Strategic and Transportation commands became DIA employees. How did the integration go and what has been the response from the commands?*

MS. LONG: This is probably one of the biggest transformations in DIA's history. When we take on the next five commands in the fall, we will have integrated more than 4,000 new personnel into DIA and of those, 1,700 are civilians. This past October we transferred a little more than half of that and it was really seamless. I knew that it would go well because Sharon Houy, our associated deputy director, led the team.

On the weekend of the transfer, we setup a crisis team and there were zero phone calls. There were a couple of glitches that we had to work out, but overall it went exceptionally well. We have received tremendously positive feedback from the commands.

The integration was a team effort; it touched almost all of our directorates. It takes a lot to bring that many people into the agency at one time, you have to think about all the issues from ID cards, to pay, to security clearances, to position descriptions, to loading the data in eZHR, to training. The cooperation across DIA was really top notch, and I am sure the second phase will go just as well.

COMMUNIQUÉ: *Tell us about your involvement with Lean Six Sigma (LSS) as chair of the Performance Excellence Leadership Team. What impacts is Six Sigma having within DIA?*

MS. LONG: We've talked quite a bit about change within the agency and utilizing LSS is one of the ways we make sure changes are done in a smart, customer-focused way. As the Champion of LSS for the agency, I chair the Performance Excellence Leadership Team. Once a month the chief of staff, the chief financial executive, and a "guest" deputy director for a directorate or special office (DD4) and I review several completed LSS projects. The project lead, along with their sponsor, will present their project, and often times the projects lead to additional ones and the presentations spawn other ideas across the agency. That's why I invite a different DD4 to the monthly sessions.

I make an effort to speak to each training class to not only reinforce the importance of the program, but also to challenge the class to take on tough projects — things

that have been impediments to them in being successful in their jobs. I also challenge the class to complete their projects and then take on additional ones.

LSS is making a quantitative and qualitative difference here at DIA. We have re-engineered processes to train more efficiently, pay credit cards on time and receive cash rebates, and post intelligence information reports with attachments more timely and more completely, which has resulted in our customers having quicker access to better information.

We have trained 242 Green Belts and 21 Black Belts and completed 66 projects. In 2008 we will not only train additional Green and Black belts, but also concentrate on project completion. LSS is making a difference in DIA.

Crossing Boundaries: How YOU Are Changing DIA

By John T. O'Connor, CS

Eighteen months ago LTG Michael Maples, director of DIA, invited the work force to attend a new forum with a curious name, Crossing Boundaries. "I am here to hear your ideas," Maples opened with. One by one DIA employees stood up and proposed ideas to improve the agency. What started as an experimental project has now become a primary vehicle by which employees effect change in the agency. As of December, 183 ideas have been submitted, 61 of which have led to positive change.

How does it work?

Each month the director hosts a forum in the DIAC where employees from across the agency step forward and voice their ideas. Typically these one-hour sessions focus on a theme related to the agency's mission. For example, in November the theme was helping each other in times of crisis, which sought ideas from the work force on facilitating the agency's mission during man-made or natural crises. Ideas proposed in the discussion included a reserve-type program for intelligence analysts, a pre-designated crisis force that stands up at critical moments, and institutionalized crisis reporting for defense attachés overseas.

Who proposes ideas?

Any DIA employee can suggest an idea at Crossing Boundaries. The video teleconference capability is setup so that employees throughout the agency, not just the DIAC, can participate. Senior leaders also attend the sessions and contribute to the unstructured discussion on how each new idea can fit into the goal we all share — making DIA more successful in accomplishing its critical national security mission.

Ideas

Employees who participate in Crossing Boundaries are changing DIA for the better. MAJ Brady Crosier, a Chinese linguist in the Directorate for Analysis (DI), proposed bringing language instructors to DIA to provide coaching and practice for small groups. He saw Crossing Boundaries as the appropriate vehicle to present his idea. "My idea as a whole crosses boundaries through DIA. It can also help increase coordination and collaboration between people who work similar regional area topics, but may not know of other related activities elsewhere in the agency."

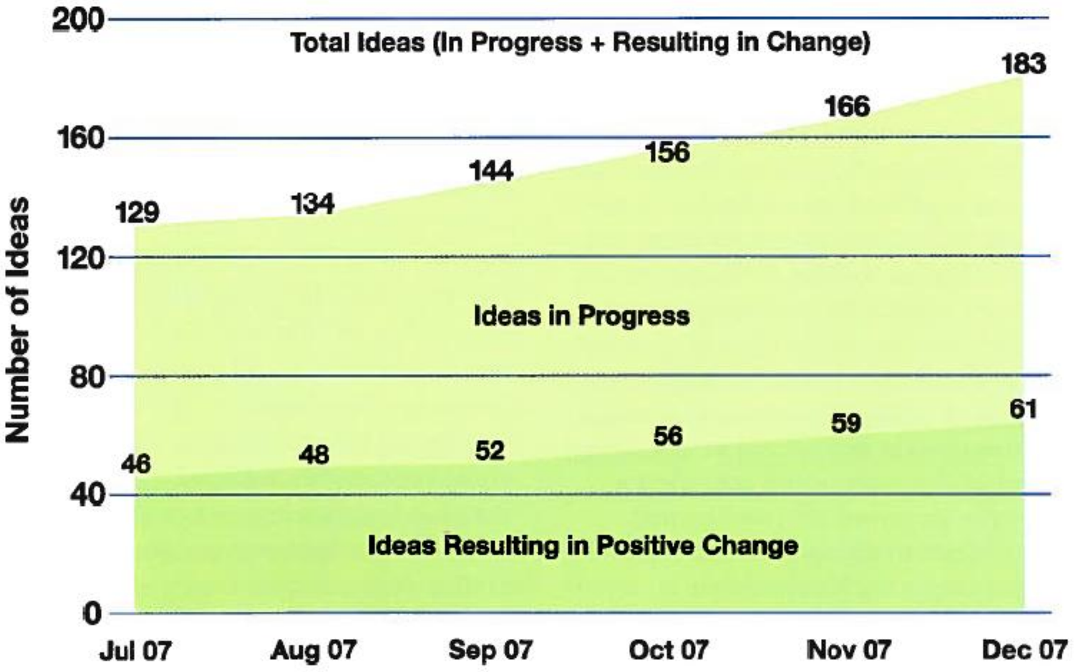
With the help of the Crossing Boundaries team in the Knowledge Lab, Crosier developed a plan and identified the stakeholders within DIA, and is currently establishing a pilot program to test his idea. In the spring Crosier hopes to bring a language instructor in for a limited duration — possibly eight weeks — to work with a small group of students. On completion, he will work with the stakeholders to assess whether the pilot should be expanded.

The ground rules of Crossing Boundaries encourage ideas like those from Crosier. All ideas are welcome and no one will be judged. There's just one condition: each presenter must commit to investing the appropriate time and effort into seeing their idea to completion. As Maples listens to each idea that's presented, he doesn't promise success, but he does promise every contributor an equal playing field to offer and pursue their idea in a knowledge marketplace. Those ideas that are truly matched to agency needs will likely receive agency support, while those without a strong business case ultimately will not. Many have accepted the opportunity and challenge and, with steadfast commitment, have watched their ideas lead to success.

Three months ago Rick Denny, DI, presented an idea to establish a forum for alternative analytical opinions among members of the intelligence community. While initiating change in one organization is difficult enough, Denny's idea, crossed community boundaries. However Denny exercised one of the best practices of successful ideas: creating a network of like-minded persons, such as Denis Clift, National Defense Intelligence College (NDIC), and Jay Hillmer, DI. This network encouraged, assisted and challenged him in developing a plan. His efforts shaped changes being implemented by the leadership of "Studies in Intelligence," the premier CIA-based intelligence publication available on both the JWICS and unclassified levels. "Studies in Intelligence" is currently working to incorporate a cyber forum that will achieve the benefits outlined by Denny.

After 18 months idea submissions such as Crosier's and Denny's have not

Growth in Ideas Offered by DIA Employees



decreased. Employees continue to suggest ideas via the Knowledge Lab's online submission tool — http://diateams.ne.dodiis.ic.gov/CS/CS-2/KL/Shared%20Documents%20%20Pages/Crossing%20Boundaries%20Submission.aspx — and in person at the monthly sessions. The next Crossing Boundaries is Feb. 21 in the Tighe Auditorium at noon.

Do you have questions about Crossing Boundaries? Would you like to discuss a potential idea with the Crossing Boundaries Council member from your directorate? Call the DIA Knowledge Lab at (202) 231-3066.

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Lean Six Sigma SIMPLIFIES DS Processes

By Kathleen L. Sanders, DS

Lean Six Sigma is an initiative that has been sweeping DIA, and the Directorate for Information Management and Chief Information Officer (DS) is no exception. The DS Information Sharing and Data Access Branch (OGN-2A) is responsible for ensuring that customers who meet the requirements of need-to-know and have the proper clearances are granted access to restricted data systems. Due to unnecessary steps with this process, it was deemed that the procedure was the perfect candidate for a Lean Six Sigma project.

In the past the process to gain access to restricted data systems, such as WISE, JITF-CT Systems, M3 or Pathfinder, was limited to internal DIA use and a few external contractors. However, because of DoDIIS, the requests for access to these systems have grown exponentially for those outside of DIA. Initially the way customers submitted requests for access was not completely documented, request paperwork was cumbersome and confusing, and the process for requesting access took too long, averaging 10 business days. Most customers would like to have accesses granted within three business days. The current process was not capable of supporting the three-day goal.

The old process began with sending a request to the Data Services Division (OGN-2) via e-mail. OGN-2 then reviews and validates the request and creates a ticket on behalf of the customer. Once the ticket has been completed, the automated response is received in OGN-2A and routed back to the customer informing them that their account has been created. The Six Sigma team measured and analyzed the process to determine why the wait time was so long. The first issue they addressed was the process documentation. The entire process from submission to resolution lacked documentation. This led to confusion for the customer, as well as stakeholders within the process.

The next issue was that there were too many steps that added no value. Numerous people were doing the same function from different offices in the agency. Each of these individuals needed to submit a ticket, creating duplicate activities in the system, thus wasting man-hours. Multiple wait times were another issue. Account creation functions for the restricted data stores are decentralized, causing excessive wait time for the creation of customer accounts. The last issue addressed was the lack of a streamlined process capability — there were too many middlemen. The customer was not given the ability to submit the request and track the progress from end-to-end.

To make the process faster and easier, the team first addressed the issue of improving documentation. Next the team is developing a standard operation procedure for the entire process of submitting and processing requests for restricted data stores. Another improvement has already been developed and is being used by customers: a single, "user friendly" access request form. Since its implementation, customers have already commented on how the form is less time-consuming and much easier to use — the non-value-added steps have been removed. The job of reducing or eliminating the multiple wait times is being solved by consolidating resources and centralizing the account creation process within one office. Developing a more streamlined process capability is being handled by implementing a process where a division chief enters a request through eRequestor, which will allow the customer to track their ticket from start to finish. This also eliminates the need for unnecessary e-mailing throughout the process.

The Lean Six Sigma team started this endeavor by acknowledging that the lives of customers, and stakeholders alike, could be improved by making a few changes in the way we request and grant access to DoDIIS data stores. The process for change is still ongoing, but already there have been improvements in timeliness and ease for customers requesting access.

CONTINUOUS LEARNING is Key to Foreign Language Proficiency

By Eric P. Hammersen, HC

Since March 2007 DIA has required all employees who want to receive Foreign Language Proficiency Pay to achieve qualifying scores on both the Defense Language Proficiency Test and the Oral Proficiency Interview (OPI). Some individuals who grew up speaking a foreign language are surprised, though, when they don't achieve a high level of proficiency on either test. They're even more surprised to discover that a co-worker who learned the language through a formal course, such as at the Defense Language Institute or the Foreign Service Institute, has achieved a higher level of proficiency on those tests.

Native speakers are individuals who were raised and formally educated in a country or region where the target language is spoken. Heritage speakers are people who spoke their parents' language at home, with that language differing from that of the country where they were raised and educated. While conventional wisdom suggests that both native and heritage speakers should be able to attain the highest proficiency levels on the Interagency Language Roundtable (ILR) scale, most do not. Native speakers typically score anywhere from ILR 2+ to 5, while heritage speakers normally score lower. In any given population of native speakers regardless of the language, only about four percent will score a 5, the highest, and only about 16 percent will attain a 4. The remaining 80 percent will score at the ILR 3+ level or below.

Language development is a continual process, with new experiences leading to acquisition of new words and phrases.

Often the proficiency of a native speaker is "frozen" at the level they had when they arrived in the U.S., and their proficiency in that language actually deteriorates unless a conscious effort is made to preserve and improve the target language.

For example, if someone arrives in the U.S. as an adult with a college degree taught in the target language, that native speaker may achieve an ILR 4+ or 5 proficiency. However, if they were to take an OPI after living here for 10 years, they would still be a native speaker, but would likely grope for words and use English, which often results in a score at level 4 or lower. Scores would typically be even lower for someone who arrived in this country at a younger age with no additional instruction in their native language.

With regard to heritage speakers, if someone didn't grow up using the target language and completing a formal education in the language, it would be difficult to achieve a score of ILR 3 or higher. This doesn't imply that heritage speakers don't use native pronunciation and idiomatic expressions, but rather that their usage tends to reflect only everyday experiences and frequently displays weaknesses or unevenness in structural precision, vocabulary and pronunciation, as well as defective grammar. Likewise, even if able to speak the language, they may be unable to read beyond a rudimentary level.

With a systematic learning effort, native speakers who start at the level of a well-educated speaker can maintain that high level of proficiency, and heritage speakers can improve their skills. That's why a native English speaker who learned another language through an intensive, full-time training program may exhibit a mastery of grammar and vocabulary significantly superior to that of some native and most heritage speakers, enabling them to perform higher level tasks during the OPI. In those cases, the person who learned the foreign language may achieve a higher score on an OPI than a heritage speaker who has never had formal instruction in that language. The key to maintaining and improving proficiency in a foreign language is to continue to learn that language, not just by taking classes but also by regularly listening to broadcasts, reading texts and speaking the language.

To learn about language training opportunities, contact the DIA Foreign Language Management Office (HC-FL) at (202) 231-3174/2024, or visit the HC-FL Web site on JWICS.

Interagency Language Roundtable Scale

ILR 0	no proficiency
ILR 0+	memorized proficiency
ILR 1	elementary proficiency
ILR 1+	elementary proficiency, plus
ILR 2	limited working proficiency
ILR 2+	limited working proficiency, plus
ILR 3	general professional proficiency
ILR 3+	general professional proficiency, plus
ILR 4	advanced professional proficiency
ILR 4+	advanced professional proficiency, plus
ILR 5	proficiency of a highly articulate, well-educated native speaker

Foreign Language TESTING 101

By Eric P. Hammersen, HC

Qualifying scores on both the Defense Language Proficiency Test (DLPT) and the Oral Proficiency Interview (OPI) are required for DIA employees to receive Foreign Language Proficiency Pay.

Defense Language Proficiency Test

Since January 2007 version 5 of DLPT has been the test of record within the Department of Defense (DOD) for more than a dozen languages and dialects. DLPT5 was developed to allow

foreign language listening and reading competency to be tested more accurately and to a higher level. DLPT does not test the ability of an individual to perform specific tasks in the target language.

DLPT5 is a computer-delivered test, some of which have both a lower range and an upper range. The lower range still measures listening and reading comprehension to level 3 on the Interagency Language Roundtable (ILR) scale; the upper range can now measure up to ILR 4. DLPT5 uses authentic materials. For more commonly spoken languages, it is a multiple-choice test. For less commonly spoken languages, it's a constructed response test.

Fielded DLPT5 Tests

(Upper range, lower range, constructed response test)

Albanian — LR CRT

Arabic (MSA) — LR

Arabic (Iraqi) — LR

Arabic (Levantine) — LR

Chinese (Mandarin) — LR/UR

Persian-Afghan (Dari) — LR CRT

Greek — LR / UR CRT

Hindi — LR CRT

Kurdish (Sorani) — LR CRT

Norwegian — LR CRT

Pashtu — LR CRT

Russian — LR/UR

Spanish — LR/UR

Urdu — LR CRT

Korean — UR

Serbian/Croatian — LR

DLPT5 Tests Under Development

Arabic (Egyptian) — LR (Spring 2008)

Japanese — LR/UR (Spring/Summer 2008)

Persian-Iranian (Farsi) — LR/UR (Spring 2008)

Kurdish (Sorani) — UR (Summer 2008)

Turkish — LR/UR (Winter 2008)

Unlike earlier versions, DLPT5 is designed to measure sustained performance at a given proficiency level, using longer passages with multiple questions. The listening passages now include actual conversations by real people. Both the listening and reading sections of the test last approximately three hours, which is why DIA requires that it be taken over a two-day period. To achieve an ILR 3 proficiency score, an individual must correctly answer 70 percent of the level-3 questions.

An external review of DLPT5 was recently conducted, looking in particular at the test for Modern Standard Arabic (MSA). The review praised the use of authentic texts and determined the DLPT5 met professionally accepted measurement practices in the language testing field and that passages and individual test items well aligned to the designated proficiency levels. The review identified 11 questions on the MSA that should be replaced. The DLPT5 in MSA can be reinstated once the 11 questions are replaced and a short, focused review of the revised test is conducted. The Defense Language Institute Foreign Language Center (DLI-FLC) anticipates re-releasing the test in spring 2008.

In the meantime, the previous DLPT IV is being used to renew Foreign Language Proficiency Pay. Individuals who took the DLPT5 in MSA before September 2007 may either keep the score they earned or retest using the DLPT IV, with that becoming their proficiency score of record.

DLI-FLC has published familiarization guides of sample DLPT5 test materials

and frequently asked questions, which can be found on the NIPRNet at www.dliflc.edu or www.dli.army.mil or on the Foreign Language Management Office Web page on JWICS.

Oral Proficiency Interview

OPI is DOD's approved test to measure speaking proficiency in a foreign language. It's an interview over the telephone with one or more highly articulate, well-educated native speakers of the target language. OPIs are normally conducted at DIA's foreign language testing site in Alexandria. DIA uses the DLI-FLC to administer OPI.

OPI follows a standard four-part format:

- A warm-up allows the examinee to ease into using the target language and gives the tester a chance to establish a professional, friendly rapport and tentative working level.
- Level checks provide the examinee the opportunity to demonstrate what he or she can do with the language. This is where examinees demonstrate their ability to sustain performance at a given proficiency level.
- After testers determine the sustained working level of the examinee, two probes are given at the next higher level. These are attempts by the testers to asses the upper range of the examinee's language by posing higher-level tasks. The degree to which the performance at the next higher level is sustained will determine whether the tester assigns a plus level to the score.
- The wind down returns the examinee to a comfortable level and ends the interview.

OPIs examine global proficiency in the target language — not just a specific domain such as arms control terminology or politics. At higher proficiency levels, testers pose questions that require the examinee to formulate and defend opinions on contemporary topics. The tester is not interested in the views being expressed, just the ability to articulate and defend them using appropriate language.

To learn about language testing or to schedule a DLPT or an OPI, contact the DIA Foreign Language Management Office (HC-FL) at (202) 231-3123/1508.

NEW TOOLS, GREAT PARTICIPATION

Advance Budget Performance Integration Efforts

By Gabrielle E. Chodes, FE

The Defense Intelligence Resource Management Office (FE-1/DIRMO) in the Office of the Chief Financial Executive (FE) is making great strides toward optimizing defense intelligence community investment performance by implementing a new capability measurement system.

These budget performance integration efforts include capturing goals and performance measures for General Defense Intelligence Program (GDIP) and Defense Intelligence Agency/Military Intelligence Program (DIA/MIP) subprojects in the Intelink Resource Management Information System (iRMIS).

"Ease of use is the number one gain from this tool," says Carrie Crawford, performance analyst, in the Chief of Staff's Performance Management Group

(CS-3). "It frees us up to do actual performance management and audits and get to the heart of what we're trying to measure."

Participation by DIA elements to populate the iRMIS database has been a great success with nearly 80 percent of offices reporting. This support advances DIRMO's efforts to make data on investment performance in the general defense and military defense intelligence community available in a user-friendly format.

"We are hoping these tools bring rigor to this process. We have discovered things don't always match up nice and neatly. If they don't come together on paper, they won't come together when we try to execute the programs," says Deborah Logsdon, senior strategic planner and performance manager for the Directorate for Mission Services (DA).

By soliciting responses from subproject owners, DIRMO is able to show how a subproject's goals and measures align with the strategic goals outlined in the National Intelligence Strategy and the undersecretary of defense for intelligence's Statement of Strategic Intent.

DIRMO is also working to obtain more detail on each subproject and to support subproject owners as they set performance targets and collect performance data. Information previously being reported, such as key performance indicators, is still being collected and will contribute to the overall performance assessment.

"We are hoping this helps us align or realign our subprojects," says Logsdon.

"This is important since measures are at the strategic level," agrees Crawford. "You can see how your work impacts the mission, regardless of your personal job and how it's adding up to that result."

The information currently being collected and entered into iRMIS will soon become the basis for a new Director's Dashboard, scheduled for release in January.

The new Dashboard represents a gradual transition away from Dashboard version 3.0, currently managed by CS, and will provide a one-stop-shop for customers interested in both resource and performance information. This consolidation of performance data will also provide DIRMO and CS the information necessary to effect process improvement.

"For our people in DA, and this has just been the biggest selling point, it is one-stop shopping. We have had to answer so many different customers with different versions of metrics and performance reviews. To be able to do that in one place, at one time, saves effort and time for people who don't really want to be doing metrics," says Logsdon.

"The first version of the Dashboard, released in January 2006, visually depicted business metrics previously expressed in Excel," explains Crawford. "But there were technical limitations with the Dashboard. CS-3 worked with Chris Mann of FE-1/DIRMO to find a solution that would satisfy both our needs."

"Before people just entered the metrics. Now they are sharing metrics and using the same system. The metrics are put in once to answer multiple questions. It allows us to speak with one voice," says Crawford.

The new Dashboard will be used to guide senior leadership decision-making on future DIA performance management efforts. The ultimate success of this project remains dependent on the continuing support of members of the GDIP and the DIA/MIP community.

"We need to focus on the cultural side, get used to measuring and publishing results. It's at the strategic level now but we hope to eventually cascade the business metrics down to the office level, with office chiefs tracking and reporting their own measures," says Crawford.

With great participation from DIA elements and helpful new tools like iRMIS and the Director's Dashboard, efforts by DIRMO to optimize defense intelligence community investment performance through a capability measurement system are sure to succeed.

JWS-8 Uses Lean Six Sigma for Huge CUSTOMER IMPACT

By the Office of the Chief of Staff, CS

Jamie Guy completed Lean Six Sigma Green Belt training in December 2006, and she recently finished her Green Belt project. Prior to her training, Guy's Visualization Support Division (JWS-8) had taken steps to improve and document their internal workflow processes. Guy and her supervisor, Mark Emmons, decided to work on the customer/end user part of the equation to leverage the internal work already begun and to complete the picture by bringing in the voice of the customer.

The problem they selected involved a viewer which JWS-8 distributes to customers in order to interact with the 3-D models they build. JWS-8 had only anecdotal evidence that customers complained because they were unable to use the viewer at their own workstations, but it was enough to spot a trend.

Guy quickly put together a cross-functional team of JWS-8 customers, subject matter experts and information systems professionals. Together, the team was able to utilize and incorporate many of the Lean Six Sigma (LSS) problem solving tools and methodologies to determine the root cause of the problem and develop viable and effective solutions that would have a high degree of success.

After mapping the entire product process, Guy and her team were able to determine the right questions to ask at critical points in the process. Knowing that LSS mandates actual data be used as much as possible in all steps of the project decision-making process, she and her team brainstormed to identify exactly what type of data they needed to collect and analyze.

After conducting the data analysis and developing a root cause diagram, Guy determined that the standard issue graphics card on the lower-end workstations was the main culprit. This finding also was in direct contradiction to the actual vendor literature of what was the minimum required equipment.

Guy worked closely with the Directorate for Information Management and Chief Information Officer (DS) to establish proper justification to have the incompatible graphics cards replaced.

Other improvements Guy and her team developed and implemented were a new JWS-8 customer performance tracking sheet to keep tighter visibility of all customer needs and complaints and a control plan to ensure that any new updates released by the vendor would be vetted by JWS-8 test stations prior to release. She also notified the vendor of her team's results and offered analytical

proof to support them correcting their own literature.

The bottom line? Workstations able to use the viewer went from 64.7 percent to 100 percent almost immediately, resulting in higher work force productivity and customer satisfaction.

Knowing the cause of the viewer's failure enabled JWS-8 to develop accurate systems requirements. Prior to creating a product, they are now able to inform a customer of their options if their workstation does not meet the minimum specifications of the viewer.

Guy, who was enthusiastic about LSS from the start, believes there are many processes at DIA that are great LSS projects just waiting to happen. She briefed her Green Belt project to Deputy Director Letitia "Tish" Long and others at the August Performance Excellence Leadership Team meeting and was recommended by her Master Black Belt, Jim Acton, to attend the Black Belt training because of her mastery of the Green Belt course materials.

Look for more articles on LSS successes in upcoming InterComms.

NMEC-JMITC Workshops Promote EFFECTIVE COLLABORATION

By Charles T. Mitchell and Dr. Michael R. Sidrow, HC

Since early 2006 the National Media Exploitation Center (NMEC) has partnered with the Joint Military Intelligence Training Center (JMITC) to train its linguists to think like analysts. The goal of this training is to help linguists sharpen their translation and report-writing skills while becoming more effective collaborators with NMEC and community analysts.

More than 100 linguists and a few analysts completed the first linguist workshop series in the fall of 2006. This workshop focused on building gist report-writing skills, conveying internal workflows and understanding security procedures. Working in teams, NMEC linguists prepared several gists and were challenged to examine the differences in each team's work products to help improve productivity and quality.

A lesson learned from this workshop was that although NMEC linguists possessed outstanding language fluency, they varied greatly in analytical expertise and in their ability to prepare responsive

NMEC Work Products

Since its founding NMEC has developed exploitation capabilities against all media types authored in more than 30 languages and represents the intelligence community's largest concentration of linguists specialized in the translation of such priority languages as Arabic, Pashto and Dari. NMEC's linguists exercise these skills by specializing in preparing three basic types of work products: gists, brief descriptions of source document contents that convey meaning and significance under information requests; summaries, adding to gists by providing more information about context, intended audience and potential uses of source document; and full translations, complete translations of the source document.

gists. Some differences could be explained by variances in writing skill. Other differences, however, pointed to the ability of linguists to critically evaluate source documents with respect to message, medium and context, including cultural or operational contexts.

Recognizing this fact, NMEC's training officer, Lt Col Diana Newlin, called on JMITC's Asymmetric Warfare Branch and Dr. Mike Sidrow to put together a series of workshops that would sharpen the analytical skills of NMEC linguists and build on their diverse educational and professional backgrounds.

NMEC linguists are a unique and highly valued resource within the intelligence community (IC). They come from different countries and possess backgrounds as varied as law, business management, science, engineering, history and anthropology, and they are equipped to tackle today's most challenging translation assignments. With strong workshop reviews and steadily improving linguist performance to back her up, Newlin planned three more workshops. Working with JMITC and the NMEC linguist-mentor team, she mapped out a workshop series that would feature high-interest analytical problems and production issues, build awareness of analyst needs and emphasize critical thinking skills.

The second workshop in this series, Analytical Methods for Linguists, employed an experiential format. Sidrow and fellow JMITC instructors Greg Kosloske and Charles Mitchell didn't just talk about analysis, they immersed their linguists in an analytical problem. They didn't see the connection between what they do as analysts and what a linguist does. Most of the skeptics, however, were quickly won over during the workshops. The more they had an opportunity to observe linguists in action, the more they came to recognize that linguists faced similar analytical challenges. According to one senior linguist, "All translation is the product of an analysis. Here at NMEC, our analysis process really begins with the translation and gisting processes."

Bill Liptak, chief of JMITC's Asymmetric Warfare Branch, summed up the workshop, "Programs like these readily validate the criticality of cross-agency, cross-office and cross-functional collaboration to our current and future IC work force."

Two more workshops are planned for fiscal year 2008. The next one will feature training in technical, weapons-related terminology. The fourth workshop will focus on adversary leadership analysis and sources. Both will continue to support NMEC's enterprise training strategy. Designed by JMITC for the adult learner and to minimize impacts on operational production, NMEC's strategy blends classroom training with other low-cost training resources. Linguist peer-mentor teams provide on-the-job assistance to help identify problem areas. An online linguist training portal offers a centralized source for frequently asked questions, online courses, standard operating procedures and technical references. To support networking, a linguist yellow pages was added that helps quickly identify colleagues with needed expertise.

Although all of these elements of the NMEC enterprise training strategy are aimed at linguists, the overall goal of improving enterprise performance has not changed. Management metrics indicate the strategy is working.

NMEC Linguists Tackle Everything from Pocket Litter to Books

The exploitation of foreign media, which can range from scribbled notes and pocket litter to video tapes, CDs and hard drives, is organized much like an assembly line. From collection throughout the exploitation process, value is added at each step by collectors, technical/forensic experts, linguists and analytical professionals. NMEC linguists add value by bringing an intimate cultural understanding to the translation process. Because most NMEC linguists are first- and second-generation Americans with native-level fluency, they're able to detect subtle indicators in source documents that may be missed by other linguists but are critical to understanding the document.

PROFILES

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Oren Swain

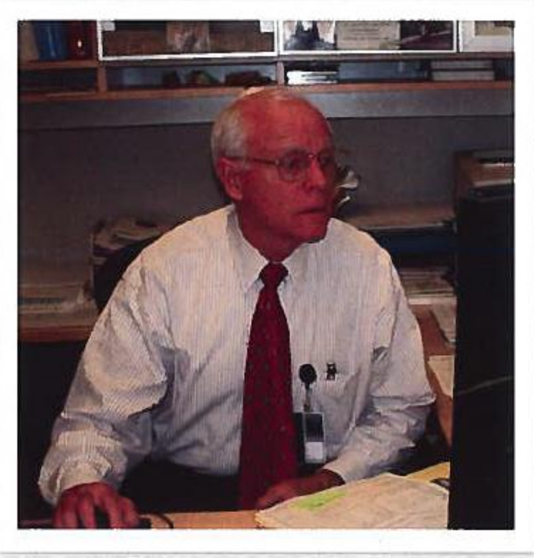


Photo by Monica Y. Tullos, DH

How long have you been with DIA, and where have you worked within the agency?

I joined DIA in April 1985. My first position was with the Central America Joint Intelligence Team, an all source, inter-agency, joint service intelligence fusion center. I was a senior analyst and chief of the Tactical Order of Battle Branch. We briefed the DIA Director LTG James Williams almost every morning concerning the combat situation in El Salvador where the government was fighting the Marxist-Leninist insurgent group Farabundo Marti National Liberation Front (FMLN), now a leftist political party in El Salvador; and in Nicaragua where the government was fighting the contras — guerrilla fighters who were remnants of Somoza's National Guard. Interesting people like LtCol Oliver North also came by to receive briefings on a regular basis.

In 1986 my focus changed from the intelligence consumer to the intelligence collector when I joined the Defense Human Intelligence Service (DHS), specifically the Latin America Division. As an operations officer supporting human intelligence (HUMINT) operations, my first assignments included such countries as Nicaragua, Costa Rica and Honduras. I was able to visit the U.S. Defense Attaché Office (DAO) in Managua while the Sandinista government was in power and the contras were active. After attending the Inter-American Defense College for one year, I returned to the DHS and the Latin America division as the operations officer for Cuba.

Later I became the branch chief for South America, managing DAOS in 11 countries, two with full-blown military operations against guerrillas — Colombia and Peru. Our DAOs did extraordinary work relaying information of importance to decision-makers. Following this assignment, I was selected to be the senior intelligence officer for the Latin America division. Today I have the pleasure of working closely with the division chief in managing the operations in Latin America.

What are your fondest memories with the agency?

The people I've worked with during the years and those I continue to meet throughout DIA and the defense community. Traveling to the countries of Latin America, particularly those out of the way or relatively exotic like Suriname, Paraguay and Bolivia. Visiting attachés and support personnel was always an event that I looked forward to. Meeting and talking with the ambassadors and senior members of each country team was an added bonus of each trip.

What lessons did you learn throughout your career that you would pass on to others?

Learn to listen and become a good writer. Communicating information to people is one thing, but communicating the information they need, in a way that is receptive, is the challenge. Everything we do revolves around the ability to

communicate clearly. Learning to be precise and learning to select appropriate, necessary information is a challenge. Communicating clearly is an art and it takes work to develop.

What would you consider to be your greatest contribution to DIA?

Mentoring new DIA personnel, to include military officers, and helping them to develop and grow into positions of greater responsibility. As we worked together resolving issues with unique twists, I passed on to them the lessons I'd learned. Today I have civilian and military friends who work in the Office of Attaché and Overt Operations (DHO) and now occupy mid- and senior-level leadership positions in DIA and the Department of Defense community, including the National Defense University.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

A tremendous amount of change, positive change, has taken place during the past 20 years. The HUMINT system has become more cohesive and standardized. We've moved beyond strategic support and are now operationally supporting the warfighters. When I first joined DHS, there wasn't a clear cut career path; each military service was an allied competitor in HUMINT; and there wasn't a standardization of HUMINT beyond the base regulations and policies. Today there are much improved systems to support HUMINT operations and logistical needs. Secure communications, including e-mail and voice, now permit instant reports. The ability to link data in individual messages with databases and spreadsheets is an amazing thing, even today. A catastrophic event occurring in a distant location can be reported to intelligence community seniors and analysts within the hour. Analysts can assess the incoming information and prepare a report the same day of the incident. Training for HUMINT personnel, both operators and managers, has also evolved and improved.

Do you have any final words of wisdom you would like to share before you part from DIA?

Learn, adapt and expand. You can learn from every experience. Focus on the positive. Find a way to make things work better. If this is where you want to work, enjoy the work, but take it seriously. Form a cohesive team and maintain friends. You will be seeking their support and advice as your duties and responsibilities grow. What you do and how you do it matters.

A higher form of communication.

InterCOMM

View the latest edition on the DIA Internal Communications Web page.

Great American HEROES

By Jeanie M. Layton, DS

During the past year DIA's Directorate for Information Management and Chief Information Officer Requirements and Research Group (DS/RR) collected phone cards, DVDs, pillows and toiletries from DS personnel for injured service members undergoing treatment at Walter Reed Army Medical Center. Recently I made my third visit this year to deliver the donations.

Photo by Fred W. Baker III, DOD

SPC Marco Robledo is hooked into the harness of the Solo-Step system at Walter Reed, which allows him to practice walking independently without danger of falling.

While there I had the honor of visiting with 12 soldiers, most of whom had returned from Iraq and Afghanistan. The extent of their injuries varied from the obvious to the not so obvious, but let me assure you, there was no loss of pride or commitment toward serving our country.

The soldiers I met with talked about their experiences, families and hobbies. Outpatients staying in nearby hospital housing were visiting their comrades and described the events that brought them to Walter Reed. Coincidently, New York firefighters, who had responded on Sept. 11, were handing out New York Fire Department (NYFD) caps. The NYFD visit may have overshadowed mine just a bit, but I was glad and deeply touched to shake the hands of such courageous, giving individuals.

I cannot impress upon you the dedication of these young soldiers to our nation, nor the degree of sacrifice that is imposed on them and their families. While they admitted their initial fears, described their tragic encounters and showed pictures of the destruction, they each actually said they'd return to the front line if they could.

One soldier I met was awaiting a special prosthesis because of his severe injury from a rocket propelled grenade. While speaking with him and his wife, both smiled at the thought of raising their two small children together. Another soldier, who had been hit by an improvised explosive device a week prior to our visit, talked of his love of running and skiing and how eager he was to get his new leg and start again. He joked of having a backpack full of "spare parts" for his various hobbies.

My escort, an Army colonel, told me of a soldier who'd requested a military hearing to convince the board that the military needed him more now, with his prosthetic arm, than it had before — the reason, to allow him to pull his comrades

from burning vehicles. The patriotism of these soldiers is amazing. Each story was different, yet alike in its sense of self-accomplishment and pride.

To be honest, I was nervous going into this visit. What do I say, what will I see, what if they are angry and how will I handle it all? Instead, each patient put me at ease the moment I entered their rooms. When I mentioned I worked for DIA I felt an immediate connection. They seemed somewhat comforted in knowing we had at least that much in common, even as distant as it may have been. I thanked them and their parents, and the discussion flowed from there — it was as simple as that.

My visit and the soldiers I met inspired me to think harder about how I contribute to this agency, our country and my family. Am I on the right course for what is truly important in my life? I encourage all of you to make a visit to Walter Reed. Saying "thank you" goes a long way with these great American heroes. I can't guarantee it will be without difficult moments, but I promise it will be rewarding.

Want to Volunteer?

The U.S. Army Volunteer Corps is the primary volunteer service provider to Walter Reed Medical Center. Volunteer opportunities are based on the needs of the center in support of their staff. For more information and volunteer opportunities please visit the Army Volunteer Corps on NIPRNet at www.wramc.amedd.army.mil/ and click on the volunteer tab or contact the Army Volunteer Corps volunteer program manager, Carla Hines, at (202) 782-5877.

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in October & November 2007

By the Office of Human Resources, HC

Civilian Retirements

Michael L. Brown, DH
Ronald F. Burger, DI
Robert A. Githens, DH
Kenneth M. Johnson, DI
Eugene W. Lerch, J2
John F. Lincoln, DA
Daniel T. Mangino, J2
Charles F. Monson, DI
Alta M. Paul, DS
Charles B. Templeton, DI
Scott D. Ward, DH

Employees Celebrating 35 Years Federal Service

Raymond P. Burt III, DH
Lenoria F. Johnson, FE
Iris R. Wilson, DS

Employees Celebrating 30 Years Federal Service

Connie J. Dunham, DI
Richard W. Gault, CE
Denise R. Hanson, DA
Carolyn Y. Holt, DA
Christopher Johnston, DI
Bradley M. Knopp, IE
Douglas P. Pulzone, DA
Gordon L. Rocca, DA
Vanessa A. Thompson, DA
Dale P. Yudd, DH

Employees Celebrating 25 Years Federal Service

Thomas A. Blalock, DI
Brian D. Blankinship, DA
Christine M. Brzozowski, DI
Tawanda M. Carter, DH
Thaddeus J. Clark III, DS
James P. Danoy, DI
Vickie L. Destefano, DS
Thomas Haygood, DA
Wanda J. Jackson, DI
Martha A. Jost, DA
Jacqueline A. Massie, HC
Carolyn L. Marshall, DI
Maya R. Mayes-Bynum, DI
Denise M. McDowall, DS
Steven W. Moser, DA
Allen D. Pomerantz, DH
Patricia E. Rhodes, DI
Ronald R. Storrer, DT

Employees Celebrating 20 Years Federal Service

Tona B. Braxton-Pettis, HC
Patricia A. Bridgett, DA
Glenn A. Conklin, DA
David R. Doeden, FE
Terrance D. Donnary, DA
Mary S. Elkins, DI
Melissa L. Folz, IG
Simon Fritzlan, DI
Susan E. Gerhard, HC
Oriella S. Goff, IE
Steven G. Hancock, DI
Robert M. Henschen, DS
Lisa M. Hill, DA
Reinaldo R. Jimenez, DA
Anthony J. Lewis, DH
Alexander A. Masone, DI
Justin D. Mathis, DH
Cyril V. May, DI
Paul A. Morgan, DS
Suzanne T. Neal, DJ
Dorsey I. Nedab, DS
Wendy L. Pickle, DS
Michael A. Pray, DS
Ronald T. Richmond, DS
Ronald F. Romich, DH
Inez S. Sadur, DH
Ferman A Travers, DS
Mark W. Wever, DI

Employees Celebrating 15 Years Federal Service

Sandra L. Bannon, DJ
Dennis L. Berner, DI
Randall M. Broshar, DA
Charles A. Colletti, DT
Mark A. Harvey, DA
Robert D. Roesler, DI
Daniel S. Thomas, DS
Lester D. Trombley, DH
Robert G. Willis Jr., DH

Employees Celebrating 10 Years Federal Service

Steven C. Angel, DI
Jeffrey K. Barnhill, DA
Heather Byrd, DH
Katherine S. Culclasure, DT
Terrance D. Eberhart, HC
Warren D. Hall III, GC
Mitchell J. Hegg, DS
Adam L. Henry, DH
Jenifer L. Madden, DA
Edward L. Masters Jr., DI
Brian E. Perry, DH
Manuel V. Rivera, DS
Emmary Rodriguez-Valles, DI
Steven Shelton, DI
Annette L. Skye, DI
Jessica G. Strong, DT
Kizzy A. Thomas, DI
Theresa M. Tookes, DH
Carl Vandyke, DI

DIA Promotions to DISES

Janice L. Glover-Jones, DS
James H. Williams, DH

DIA Promotions to DISL

Paul D. Batchelor, DI
Alexandre L. Jevgrafovs, DH

DIA Promotions to GG-15

Roger Boram, DH
Craig S. Everley, DH
Michal Kowalski, DH
Alice V. Ling, FE
Barbara M. Merritt, DI
Gene H. Smith, DH
Roy F. Unger Jr., DI

DIA Promotions to GG-14

Patrick J. Dutton, DI
Thomas G. Felten, FE
Carrie M. Gibbs, DI
Mark-Antony Harris, FE
Jennifer J. Hartlove, DI
Abigail G. Hutchinson, DH
Joseph K. Ingram, DI
Ann Jackson, DS
Raymond M. Kelly, DA
Karen R. Mattern, DH
Robert C. Mohn, AE
William J. Sowa, DI
Kathleen J. Sowder, DJ
Kathryn A. Stern, DI
Mary J. Strong, DH
Nicole L. Swartz, DH
Melissa L. Tierney, DT
John F. Vine, DA
Alesia Y. Williams, DA
James E. Williams, DS
Erin T. Wirth-Beaumont, DI
Brian T. Wright, DH

DIA Promotions to GG-13

Karen E. Albert, DI
Christopher M. Armao, DI
John S. Asher, DH
Daniel L. Barlow, DI
Stella R. Barnes, HM
Nicole C. Binkert, DI
Chandler R. Buffett, DH
Shawn M. Caldwell, DH
Jacquelyn Campbell, DI
Chad B. Cantwell, DA
Stephanie Z. Chou, DI
Wayne M. Clague, DA
Kimberly M. Counts, DH
Dorothy E. Croom, DA
Tiffany Eppelheimer, DI
Sheldon M. Fatherly, DH
Susan E. Fink, DI
Erin K. Fitzpatrick, DI
Matthew A. Fitzsimmons, DI
Robert A. Giannella, DI
Mark T. Gilbert, DH
Christopher L. Givvines, DI
Adam J. Godet, DI
Dennit W. Goodwin Jr., DA
Claudia D. Hedges, DH
Joseph W. Hicks, DA
Brian T. Holmes, DI
Jason Larson, DI
Delores L. Matthews, AE
Lloyd M. McCoy Jr., DI
Dominic P. McIntyre, DA
David D. Miller, DI
Leslie F. Minor, HC
Joy A. Nakayama, DA
Monique Y. Padilla, HC
Lara K. Panis, DA
Flowarin Patanakul, DI
Rosanna M. Piluso, FE
Allison M. Pinefield, DH
Frederick J. Pouring, DI
Steven T. Proksch, DI
Katherine E. Rahmlow, DI
Jay K. Rangan, DI
Anita L. Reynolds, DI
Joseph O. Sams, DI
Christina M. Schaff, DI
Tamara L. Slater, DJ
June E. Sosna, DH
Carrie B. Swanner, DI
Mark T. Taylor, DA
Troy L. Talbot, DS
Sarita C. Thomas, DT
Lawrence G. Watson, DH
Ayse Uygur-Hay, DI
Katherine J. Wilson, DI
Brooke J. Zuber, DT

DIA Promotions to GG-12

Michelle M. Acupanda, DI
Patricia A. Annunziata, DI
Scott E. Appleton, DI
Courtland G. Ballou Sr., DI
Donald Barton Jr., DI
Anne E. Boyd, DA
Michelle C. d'Amico, DI
Anthony R. Darr, DI
Karen O. Doyle, DA
Jennifer L. Flahive, DI
Caroline L. Gabriel, DH
Tyler A. Gardiner, DH
Adetokunbo K. Haastrup, DI
Nathan L. Ives, DH
Deborah A. Johnston, DT
Betty H. Jones, DS
Christina A. King, DH
Danny J. Langston, DH
Fatima R. Leonard, HC
Daniel J. Malik, DI
Jennifer Metroka, DI
Chance M. Mccoy, DH
Angela T. Nelams, J2
Jamal J. Olson, DH
David K. Pasteris, DH
Annette E. Saccavino, DT
Jason R. Saylor, DH
Jennifer L. Stanley, DI
Richard W. Shuen, DS
Ann E. Talmadge, DI
Andrew R. Tile, DH
Tonya Y. Turner, DS
Cindy L. Velasquez, FE
Barry W. Wade, DH
Debra E. Williams, DI
Brooke J. Zuber, DT

DIA Promotions to GG-11

Christy D. Adamson, DS
Brian J. Banal, DS
Michael C. Blue, DI
Melissa Canfield, J2
Donna M. Capel-Wayne, DH
Deborah Chambers, DS
William Chambers, DS
Lisa Z. Chen, DS
Pamela B. Dahlhauser, DI
Phillip M. Dalton, DH
Jamie R. Douglas, DH
Cassidy J. Ginivan, IG
Curtis R. Hansen, DH
David W. Harris, DI
Rachel M. Houhoulis, DA
Patricia B. Howlett, DI
Kevin L. Huttenbach, DI
Siddharth M. Iyer, DI
Stephen R. Jenkinson, DH
Meghan M. Knake-Timko, DI
Adam Kogeman, DI
Robert D. Levy, DI
Dolan J. Malloy, DI
Matthew M. Mehfar, DI
Alexander S. Moxley, DH
Joshua A. Newton, DH
Keena N. Reese, DI

Jason Rivlin, DI
Kelly E. Sanborn, HC
Gloria A. Smith, DA
Keith C. Smith, DI
Brian R. Stefan, DH
Kathryn C. Torelli, DI
Monica C. Volska, DH
Amy J. Walsh, DH
Connor J. Watson, DH
Lorenzo Winfrey, DS
Heather D. Winkelmann, DI

DIA Promotions to GG-10

Felecia G. Berry, DT
Stacey A. Boyce, DA
Abigail H. Brudvig, FE
Tristan A. Burrell, DH
Sophia L. Cassidy, DH
Stephen D. Chupp, DI
Rhonda C. Comer, DI
Carmen S. Delgado, FE
Jana R. Destro, DH
Monte Frenkel, DI
Willie A. Gross, DA
Gabriella L. Hellum, DH
Michelle A. Hill, HC
Latoyia D. Hodnett, DA
Becca M. Lawrence, DH
Karen L. Newman, DS
Robert Pole, DI
Kimberly D. Robbins, HC
Russell M. Seymore, DH
Bryan M. Shea, DH
Barbara A. Shine, DH
Travis J. Snyder, DH
Samuel A. Walters, DH
Cami J. Zabrocki, DH

DIA Promotions to GG-09

Gabriela M. Bryant, DH
Abigale M. Chapman, DH
Melanie S. D'Angelo, DI
Eugenia Delgado, DI
Hope E. Manning, DH
Scott D. Minner, DI
Austin C. Sonnenberg, DI

DIA Promotions to GG-08

John J. Carraway, DA
Cortney L. Crawford, DA
Carson M. Frederick, DH
David W. Fuller, DA
Kenneth R. Herrington, DA
Tate J. Hudson, DH
Neal A. Mcarthur, DH
Gwyneth E. Mclean, DH
Ella L. Noble, DH
Denise M. Vanner, DH
Sidney M. Wallace, DH
Eric M. Warren, DI

DIA Promotions to GG-07

Mesa T. Niravanh, DA
Michael Pianpiano, DA
Trevor J. Voss, DA

Army Promotions

COL Antonio Chow, DH
LTC Thomas F. Collette, DH
LTC Michael N. Davis, HC
LTC Jennifer Kimmey, DH
LTC Aaron L. Larsen, DI
LTC Darren D. Lynn, DI
LTC Robert McGhee, DH
LTC Christopher B. Pultz, DI
LTC Christian Ramthun, DH
LTC Michael Varuolo, DH
MAJ Barclay Adams, DI
MAJ William T. Ownby, DI
CW3 Sheila Horgan, DH
MSG Larry Craven, DH
SFC Michael Daves, DS
SFC Kevin Hendrickson, DH
SFC Brian Mann, DS
SSG Chad M. Atkinson, DH
SSG Erica Busnelli, DI
SSG Nicholas W. Coyle, DJ
SSG Lindsay J. Denford, DI
SSG Joseph M. Dolan, DS
SSG Joann M. Rager, HC
SGT James P. Dunn, DS

Marine Corps Promotion

Maj Brian A. Dixon, DH

Air Force Promotions

CMSgt Darryl E. Robinson, DH
SMSgt Lonnie V. Wheeler, DI
MSgt Rebecca V. Heckmann, DH
MSgt Pablo L. Sanchez Jr., DH
MSgt Jimmy W. Gower Jr., DJ

Navy Promotion

CAPT Reggie Carpenter, DH

on the HORIZON

events for FEBRUARY & MARCH 2008

February

Black History Month

Feb. 1-13 Valentine's Day Guessing Game Contest, DIAC Employee Store

Feb. 1 Super Bowl Fest, 11 a.m., DIAC cafeteria

Feb. 2 Groundhog Day

Feb. 3 Super Bowl Sunday

Feb. 5 Mardi Gras

Feb. 5 Clarendon Beverage Social, 11 a.m., lobby

Feb. 5-6 DIAC Vendor's Fair, 10 a.m., solarium

Feb. 7 Chinese New Year

Feb. 11-12 Clarendon Vendor's Fair, 9:30 a.m., lobby

Feb. 13 Crystal Park Beverage Social, 11 a.m., 4th floor conference room

Feb. 14 Valentine's Day

Feb. 14 Valentine's Day Guessing Game Contest Winner announced, 10:45 a.m., DIAC cafeteria

Feb. 14 Communications Board Meeting, noon to 1 p.m., Pentagon

Feb. 18 President's Day

Feb. 21 DLOC Beverage Social, 11 a.m., cafeteria

Feb. 21 Crossing Boundaries, noon, Tighe Auditorium

Feb. 28 Civilian Welfare Council Meeting, 9 a.m., DIAC Room N-250

Feb. 28 Recognition of Excellence, 2 p.m., Tighe Auditorium

March

Women's History Month

March 4 Clarendon Beverage Social, 11 a.m., lobby

March 6 Crystal Park Beverage Social, 11 a.m., 4th floor conference room

March 9 Daylight-Saving Time begins

March 11 DLOC Beverage Social & BJ Wholesale Club, 11 a.m., cafeteria

March 13 Communications Board Meeting, 11:30 a.m. to 12:30 p.m., DIAC

March 17 St. Patrick's Day

March 17 DIAC Beverage Social, cafeteria

March 17 Sham Rock 5K Run/Walk, 7 a.m., DIAC parking lot by the picnic area

March 20 First Day of Spring

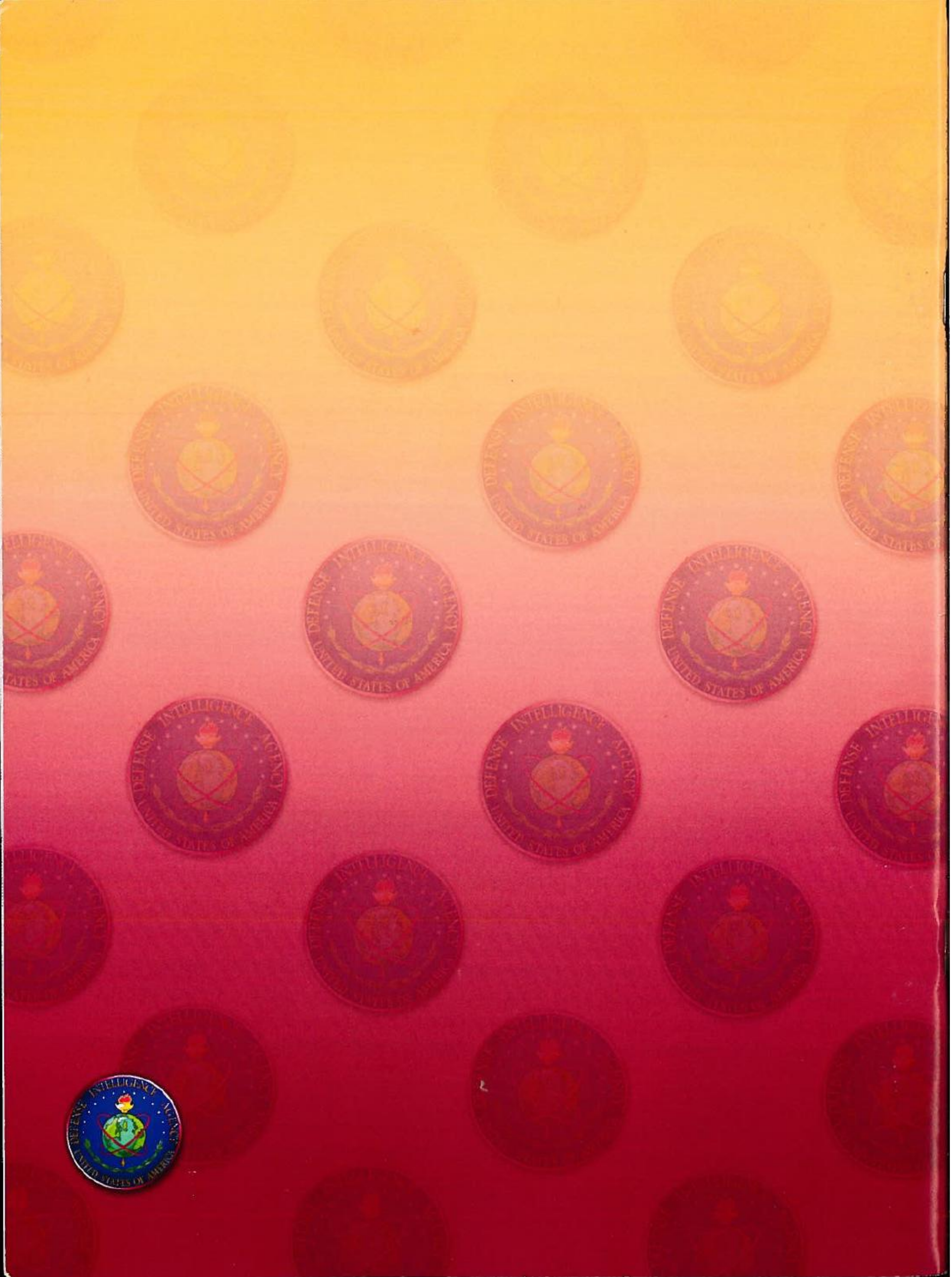
March 20 Basketball Challenge, 8 a.m., Bolling Gym

March 21 Recognition of Excellence, 2 p.m., Tighe Auditorium

March 25 DIAC Vendor's Fair — In the Bag, 10 a.m., cafeteria

March 27 Civilian Welfare Council Meeting, 9 a.m., DIAC Room N-250

For further information or updates concerning these events, please refer to the Internal Communications Web site.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UNITED STATES OF AMERICA